

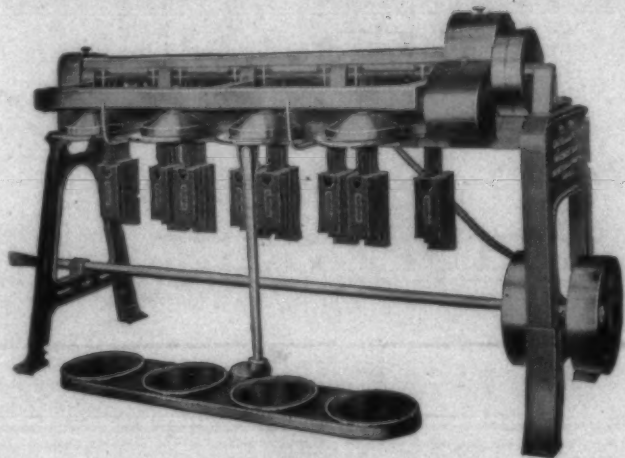
# SOUTHERN TEXTILE BULLETIN

VOL. XVIII.

CHARLOTTE, N. C., THURSDAY, OCTOBER 30, 1919

NUMBER 9

## SACO-LOWELL SHOPS



STANDARD DRAWING FRAME

### TEXTILE MACHINERY

Complete Waste  
Reworking Plants

ROGERS W. DAVIS, Southern Agent  
CHARLOTTE, N. C.

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Traveling Representative

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— SOLE SELLING AGENTS —

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INCORPORATED 1898

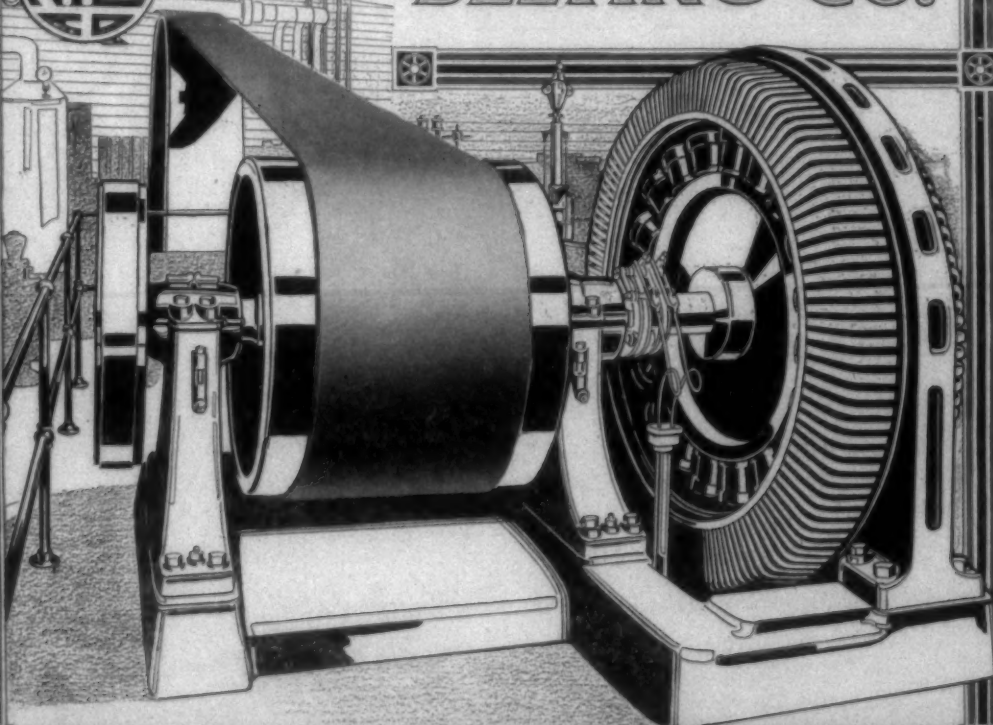
CHARLOTTE, N. C.

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## BELTING-CO.



## Phoenix

Phoenix is giving a good account of itself on hard drive and high speed service. It's a first quality leather belt carefully constructed—one of the N. Y. L. B. brands.

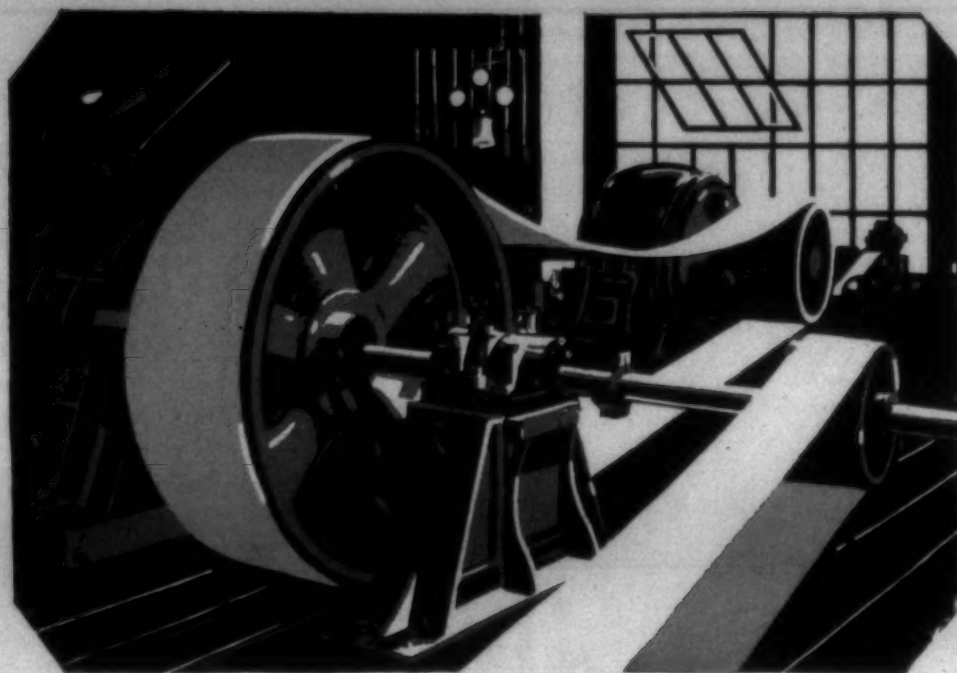
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"In no case have we ever known a mill that failed to get increased production, where individual drives were installed. In applying individual motors to looms, we find we are not only getting a higher production but a better cloth, due to the fact that the speed is constant, and the cloth looses that wavy appearance, due to unequal beat-up of the filling threads. Altogether, we are thoroughly convinced that one of the ways of increasing production, is securing uniform speed, either with Silent Chains, direct connected motors, or by gears. I think we get better results with silent chain than with any other form of drive".

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386

#### We Also Make

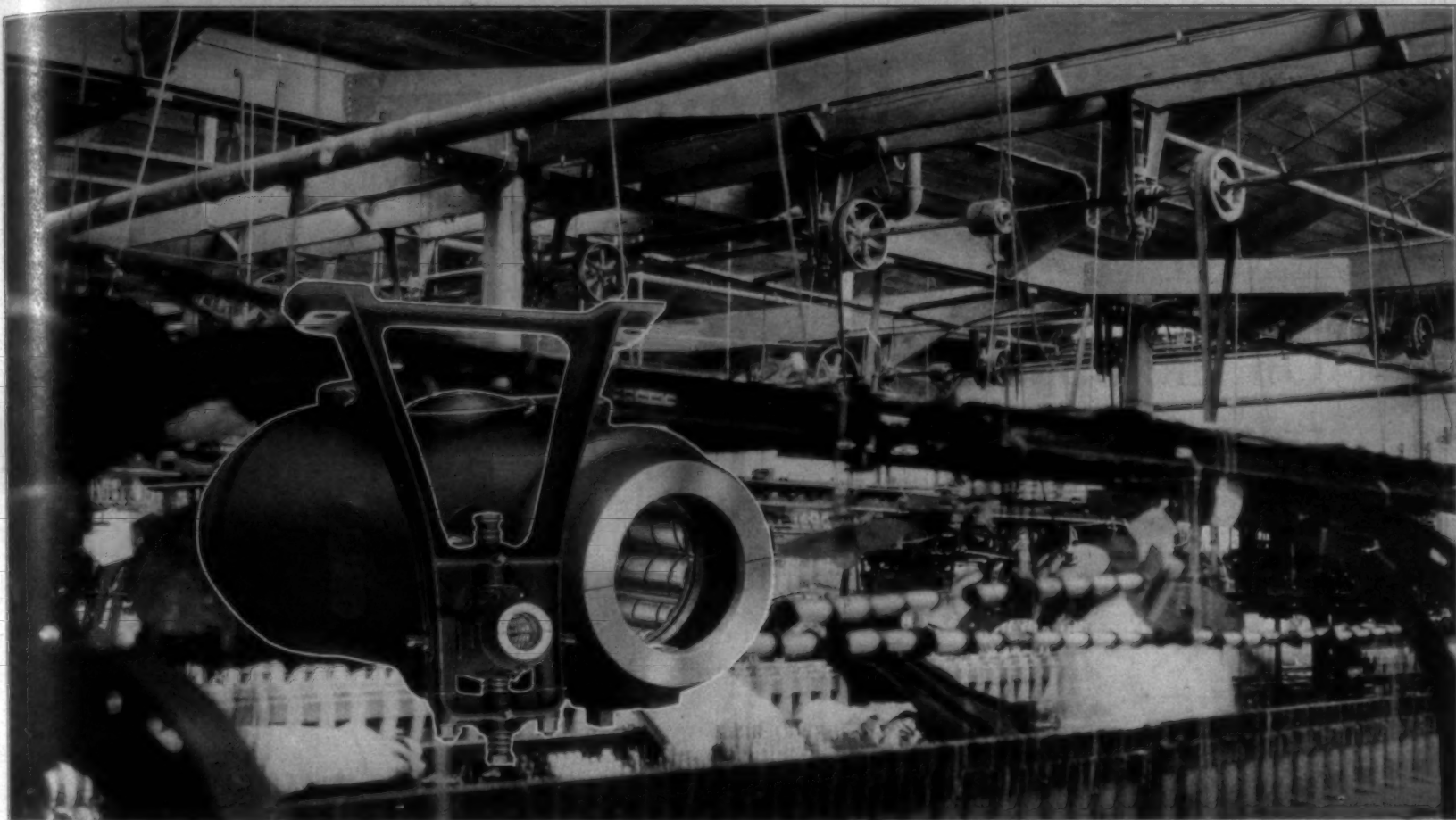
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merit the careful attention of Transmission Engineers and all manufacturers who are interested in securing economical line shaft operation. Because of their durability, their saving in power and lubrication costs and their eligibility, Hyatt Roller Bearing Hangers have become **STANDARDIZED TRANSMISSION EQUIPMENT**.

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Manufacturers of Bearings for mine cars, ore cars, steel mill cars, roller tables, trolleys, cranes, hoists, machine tools, line shafts, counter shafts, concrete machinery, textile machinery, conveyors, lifttrucks, industrial trucks, railway service cars, storage battery locomotives, etc.

# Hyatt Bearings For Line Shafts

# Warping, Beaming and Dyeing Machinery

On the opposite page our composite cut will illustrate a few of the machines which we build, although it does not show our complete line.

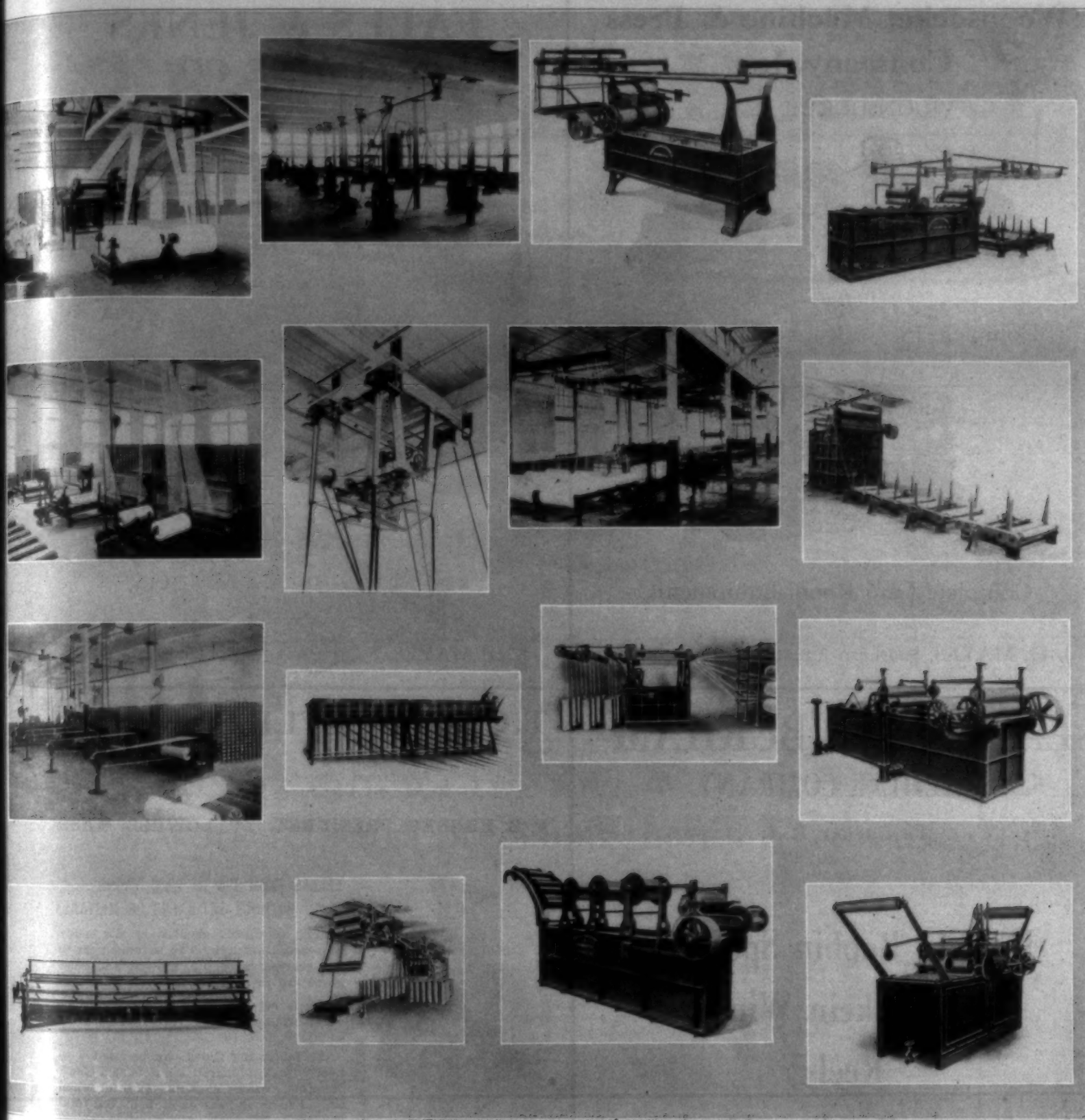
In this cut we are illustrating the following machines:

- Linking Warper with Balling Attachments
- Tandem type Balling Warpers
- Single type Balling Warpers
- Warp Doubling Machine
- Warp Splitting Machine
- Warp Coilers
- Warp Dyeing Machines
- Warp Sizeing Machines
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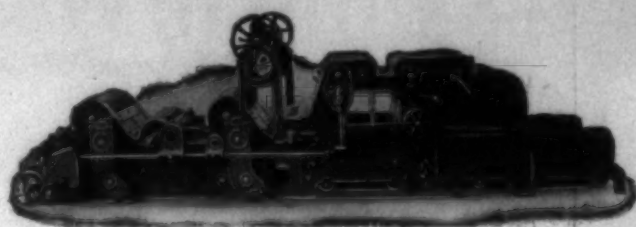
# Cocker Machine & Foundry Co.

GASTONIA, N. C.

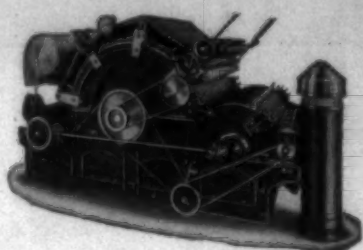
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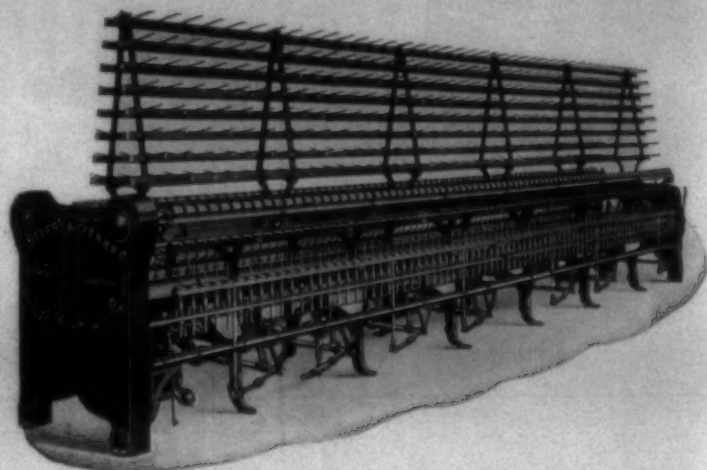
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Spindles of all kinds

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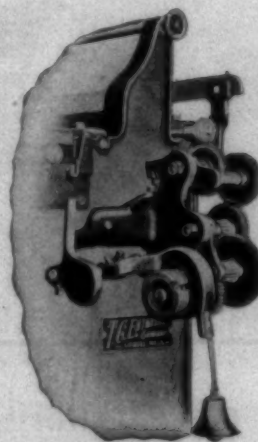
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Measuring Roll has Ball-Bearings, thus eliminating strain on yarn and assuring accuracy.

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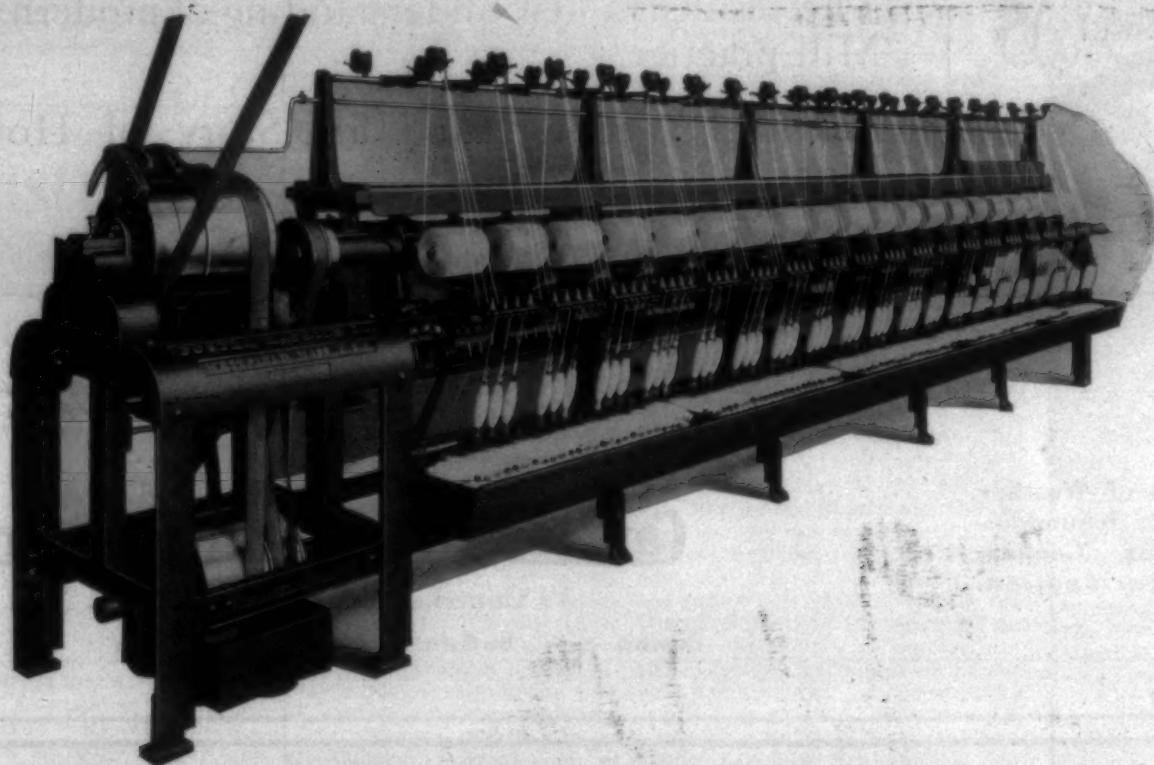
CREELS

BALLING MACHINES

CARD GRINDERS



# The Foster Doubler



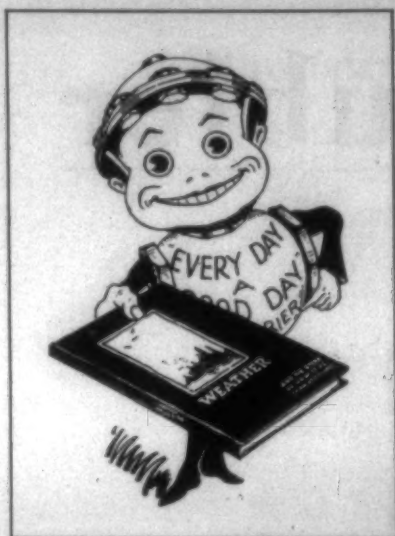
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**THOMAS K. CHAFFEE CO., Providence, R. I.**

Southern Agent GENERAL MILL SUPPLY CO., Charlotte, N. C.



# SOUTHERN TEXTILE BULLETIN

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VOL. XVIII.

CHARLOTTE, N. C., THURSDAY, OCTOBER 30, 1919

NUMBER 9

## Industrial Democracy Plan of Operating Mills

(Address of H. R. Fitzgerald, president of the Dan River and Riverside Mills, Danville, Va., at Meeting of Southern Textile Association.)

Mr. President and Gentlemen:

It is indeed a pleasure to be with you on this occasion, and I sincerely appreciate the honor and privilege conferred upon our company by your invitation to tell you something of our experience with Industrial Democracy.

There is no need for me to preface my subject by any prolonged discussion of the labor problem in general; you have only to read your daily paper to discover its prominence in the public mind, if you are not already sufficiently acquainted with it.

From the variety of theories that are being advanced and the multiplicity of experiments that are being tried, the one outstanding fact, which to me is more alarming than any other, is that so many of our people, including some of our leading statesmen, seem to have utterly disregarded the fundamental principles of our democracy. Indeed it is evident that we have already gone too far in the direction of treating this question as if it were a matter of compromise between two selfish and competing forces.

We have already discovered that advances in wages and shorter hours, which for so long have been the goal of Labor Unions, do not of themselves bring satisfaction. However desirable they may be, both have been attended with a multiplicity of evils, not the least of which is a serious decrease in the productive output and the fact that labor is less contented than before.

Neither have profit-sharing schemes nor stock ownership, sick and death benefits, accident insurance, or the like, been found to any considerable extent efficacious. They accomplish a slight ripple of approval on the part of a few, and are soon forgotten or regarded as a sort of bonus which might just as well have been added to their wages.

My attention was recently attracted by an editorial in Forbes Magazine which to me seems so significant that I am taking the liberty of adding it to you:

"Executive Turns Workman."

"The vice president of a large industrial company undertook the novel mission of becoming a workman and serving in the ranks of different big plants for several months for the sole purpose of learning authentically just what the current sentiment is among labor. He took

jobs which enabled him to rub shoulders not only with native born American workmen, but, having a knowledge of Italian and a smattering of one or two other languages, he was able to get close to foreign-born workers in two or three huge concerns. His company wanted the net truth.

"Here are a few of the things he has discovered: Bolshevistic sentiments are rare; it is because the small percentage of bolsheviks make a lot of noise that the impression has become general that these revolutionary ideas are widely prevalent. The conversation among labor today is very rarely on the subject of wages; generally speaking, wages are regarded as being tolerably satisfactory. A great many of the more enlightened workers, however, have become infected with the ambition to become more than mere 'hands'; they aspire to some voice in the governing of conditions affecting themselves and, in many cases, to a say in matters heretofore regarded as pertaining solely to the management. There is growing feeling that the gap between management and men, between ownership and employees, between capital and labor, must be distinctly lessened, that there must be more counseling with the workers—more democratization of industry, in short.

"The executive-workman's conclusion is that the whole problem can be handled smoothly if corporation heads are wise enough to realize the trend and to shape their course in conformity therewith."

I'll tell you what we have found; the real American workingman, especially that splendid specimen which we all know in the South, is not only loyal to his government and the vital interests of his home-land, but he is far more sensible and reasonable than some would have us believe. True, he has problems which are just as real to him as ours are to us. He also has a very deep-rooted impression that he has been dealt with unjustly, and it is sadly true that in many instances the nefarious influence of the professional agitator has found fertile soil in the American workman's brain, due to the petty frictions and arbitrary methods under which he has worked. It is my belief that a vast majority of employers not only desire to accord justice to their employees,

but instances are common in which large amounts are being expended in educational and welfare work and everything being done that the said employer knows how to do to bring about cordial and friendly relations among his people. Notwithstanding this fact, the old system is lacking in many respects: the overseer, the sub-bosses—and sometimes the superintendent himself, are autocratic and overbearing; there has been no adequate method of recognizing or rewarding individual merit; no system of promotion; the operative has had no opportunity to express himself in matters pertaining to his own well-being or that of the industry, and while we have been trying to persuade him that the interests of capital and labor are identical, etc., he has been forced to regard this as more poetic than real.

How can any man love an industry and put the best of himself, his brain and heart into it, under such a system?

For a long time we have realized the need of a better understanding among our people, of stimulating a greater personal interest on the part of each individual and the value that would accrue both to them and to the company from a closer contact and a broader spirit of co-operation. It has been increasingly evident that the old policy of both sides to get as much as possible out of the other and give as little as possible in return, was an economic waste which no progressive management could ignore. The broadminded business man of today knows that what was formerly regarded as cheap labor has turned out to be one of the costliest and most expensive mistakes of the preceding generation; he also knows that unless working conditions are reasonably pleasant and satisfactory to his people there can be no permanent peace. Furthermore, the meaning of loyalty is being more clearly discerned, and the far seeing manager realizes that the progress of his business depends upon the growth and interest of the operatives in their work; that unless the heart and brains are employed, along with the hands, the greatest efficiency cannot be attained.

Industrial Democracy is not, as some have supposed, a paternalistic or socialistic theory; it does not mean democratization in the sense

of government ownership of railroads, etc. It is merely the application of true democratic principles to industry. Ethically it means a square deal in wages and working conditions; in reality it is a system of self-government in which the operatives have a voice in all matters pertaining to their welfare.

Other schemes set up boards of conciliation or arbitration to settle or try to settle disputes, only after the trouble has arisen. Industrial Democracy means to settle the dispute before it arises by aiming to reduce to a minimum the development and intensity of hostile attitudes by putting in their place mutual understanding and the effective good will to co-operate.

The plan is fashioned upon that of the United States government, whose constitution is the embodiment of the principle of the Golden Rule; we have a Cabinet, a Senate and a House of Representatives.

The Cabinet consists of the executive officers of the company, the president acting as its chairman. This body is not elective, its personnel existing by virtue of position in the organization. It is primarily an executive body and while it has the power of veto, it has never up to this time been used, there being no occasion for it. It also has the power to initiate legislation by making suggestions in a message to the Senate or House of Representatives, which of course may or may not be accepted. The Cabinet meetings have before them the bills which have been passed by the Senate and House, and also the minutes of all meetings and discussions, which give a very clear conception of what is in the minds of our people. The Cabinet deals with the larger and more intimate problems of management which would naturally come before a meeting of executives. Any desired change affecting employees in the least manner is not framed as an order—but put in the form of a suggestion, stating the reasons for same very frankly and clearly, and is sent to the Senate or House. No matter what its fate may be, it is sure of a full and complete discussion from every possible angle, and if the measure be rejected the executives may rest assured that they have been prevented from issuing an

(Continued on Next Page.)



erroneous order and saved from the results thereof.

The Senate is also not an elective body. It is made up of about sixty foremen and heads of departments who are in positions of authority over the workers. It elects a President, Vice President, Secretary and Sergeant-at-Arms; also, standing committees and special committees as occasion may demand. Its power and practices are identical with those of the House of Representatives.

The House is the popular body of government, being elected by secret ballot by the whole body of workers. Each department has representation, one to every forty workers or majority fraction thereof. Any white person, male or female, is eligible for election as a Representative, the only condition being that said person must have attained 21 years of age, must have been in the continuous employ of the company for one year prior to election and must have subscribed to the principles of Industrial Democracy. The Representatives are supposed to act as counsellors within their departments, receive all complaints and suggestions from their fellow workers, and in turn acquaint them with the doings of the legislative bodies. The House elects a Speaker, Vice Speaker, Secretary and Sergeant-at-Arms; also, standing committees and special committees as occasion may demand.

Every bill offered is referred to a committee to investigate and report, and all legislation is so routed under the by-laws that when the time comes for open discussion, all available facts will be at hand.

The meetings of the Senate and House are weekly, and always in company time, which is very necessary for the success of the plan. Any question affecting working conditions, safety, sanitation, wages, recreation and amusement, etc., is brought up before either of the legislative bodies, and any recommendation decided upon after a careful deliberation and discussion is brought to the next body for their action. No change becomes a law until it has been approved by all three bodies. In this way, we believe we have found a very effective method of feeling the pulse of our people, of learning what they really desire and of avoiding difficulties rather than curing them, as is usually the case in the ordinary shop-committee plan. Permitting the operatives to have a say in adjusting their wages and working conditions removes these perplexing questions from the field of dispute. The fairness with which the members of the House have considered and handled all questions that have come before them has been to us a most welcome surprise.

No doubt most of you have read that remarkable little book by Mr. John Leitch entitled "Man to Man," or "The Story of Industrial Democracy," in which he gives a very minute and comprehensive description of this system.

The fundamental and most serious problem of course is to get all of the workers interested, which involves a very thorough teaching of the principles. The whole system is based squarely upon the principle

of the Golden Rule, and since this is apparently a "new policy" in its application to industry we spent many weeks in teaching it to the overseers, second hands, section men, loom fixers, etc., before attempting to introduce it among the operatives. In fact when the time came to offer it to them, they had already seen a change in the atmosphere and in the general demeanor of their leaders. Many were heard to remark, "I wonder what has come over Mr. So and So? I have never seen him so kind and polite."

Now, here are the principles upon which this new policy is constructed:

#### Our Policy.

We, the employees, officers and managers of the Riverside & Dan River Cotton Mills, recognizing that "Justice is the greatest good, and Injustice the greatest evil," do hereby lay and subscribe to as the first Corner Stone of our Policy, this greatest of all good: Justice.

Justice—The fullest meaning of this word shall be the basis of all our business and personal dealings—between ourselves as individuals, between our company and those of whom we buy, and between our company and those to whom we sell.

Justice shall be the first Corner Stone upon which we agree and determine to construct broader character as individuals and broader commerce as an institution.

We recognize that Justice to ourselves necessitates taking advantage of every opportunity to do the best that is in us, and each day improve upon that growing ability.

We realize that merit must be recognized whether in ability or merchandise. With this certainty, we cheerfully, hopefully and courageously press forward to certain and unqualified success.

Co-operation—To accomplish the greatest possible results as individuals, and as an institution, we find CO-OPERATION a necessity.

We recognize that business without Co-operation is like sound without harmony. Therefore, we determine and agree to pull together, and to freely offer, and work with the spirit of that principle, Co-operation.

So shall we grow in character and ability, and develop individual and commercial supremacy.

Differences of opinion shall be freely and fearlessly expressed, but we shall at all times stand ready to Co-operate with and heartily support the final judgment in all matters.

Economy—As each moment is a full unit in each hour, and each hour a full unit in each day, so each well spent unit of thought and each well spent unit of action makes for each victory, and the final success.

When the hour, the day, the year or the life is filled with well spent ability—and an institution is composed of individuals who recognize the value of and so use their time—then success is controlled and governed and is no longer that vague uncertainty of a blind and unreasoning hope.

Life is like a bag in which, each moment, we place a unit of value or of rubbish, and our present and future happiness depends upon the contents of that bag. Recognizing

that Economy is time, material and energy well spent, we determine to make the best use of them, and so shall time, material and energy become our servants while we become the masters of our destiny.

Energy—As Energy is the power back of action, and action is necessary to produce results, we determine to Energize our minds and hands, concentrating all our powers upon the most important work before us.

Thus intensifying our mental and physical activity, we shall "make two grow where one was," well knowing that our individual and commercial crop of results will yield in just proportion to our productive and persistent activity.

This power of Energy directed exclusively toward sound and vigorous construction leaves no room for destruction and reduces all forms of resistance.

Having set in our Business Policy the four Corner Stones of JUSTICE, CO-OPERATION, ECONOMY and ENERGY, we are convinced that the Cap Stone of the superstructure must be

Service—We believe that the only sound and sure construction of success as an individual or an institution, depends upon the quality and quantity of SERVICE rendered.

We neither anticipate nor hope to be unusually favored by fortune, but we are thoroughly persuaded that fortune favors the performer of worthy deeds and of unusual service. We, therefore, determine that our days and our years be occupied with such performances.

Quality shall always be the first element of our Service and quantity shall ever be the second consideration.

Thus shall we establish not only the reputation but the character of serving best and serving most. Therefore, by serving admirably, we shall deserve and receive proportionately.

After accepting this business policy as a guide for our future actions, we then started in to govern ourselves under this new dispensation. At the outset it did not meet with the overwhelming applause which some would expect; a few of the elected representatives did not fully grasp the idea, and since the whole thing depends upon the understanding and faithful observance of the principles, it required quite a time to get things going smoothly; we are glad to say, however, that a majority of our people had sufficient confidence in the integrity of the management to accept the plan at once, and they soon become enthusiastic in its operations.

The practical side of the system is what we call the "Economy Dividend." The observance of the principles invariably results in a saving in operating expenses, and our plan is that all savings thus effected are divided equally—on a 50-50 basis, between the operatives and the company. Every four weeks there is paid to them in a separate envelope, marked "Economy Dividend," their pro rata part of what has been actually saved. When you consider the enormous expense that results from labor turnover, from absenteeism, from waste of labor and materials, from lost motion in many forms,

you can get some idea of what their savings can amount to, if the principles are faithfully observed.

During the comparatively short period since we started, our people have already gotten up to a six percent rate.

But let no one suppose that this new policy can be built up, like a mushroom, over night; it takes a long time to develop manhood and womanhood and that, after all, is the highest and most valued product of this system. It involves a change of heart, and calls forth the best elements of our being; no man can live by these principles without becoming a better and happier man.

But it keeps one wide awake, and I venture the assertion there is no one in our organization but who knows more about the business today than he ever did before.

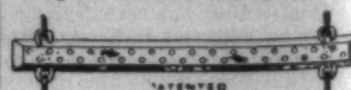
Since we started it, I have been often reminded of a rather homely illustration of progress that the Rev. Sam Jones used to tell, many years ago: "an old farmer had a balking mule; came along a man who, seeing his predicament, said 'Mister I can make him go'; took out a bottle of 'medicine' and poured some on the mule, whereupon the animal darted off up the road at a rapid pace; the old farmer seeing the mule run turns to the man and says, 'Mister you'll have to put some of that medicine on me—I've got to ketch that mule.'"

Not all of the legislation offered has been constructive; much of it at first had reference to the correction of petty grievances, the improvement of interior working conditions, and to adjustments of inequalities in wages, etc. But along with these have come many valuable suggestions, and I can say truly that if we had received no other advantage than the hearty good will that has come from a better understanding of each other, that alone has been worth all that it has cost. The first bill that was offered and the first to become a law, having received the unanimous vote of all three legislative bodies, asked for an Industrial Y. M. C. A. to be built at our Riverside Division similar to the one in operation at the Dan River Division, and it is needless to say the plans are now going forward for the construction of this building.

#### SYDNOR PUMP & WELL CO.

Richmond, Va.  
Supplying Cotton Mills with  
Water for 30 Years

#### Improved Rice Dobby Chain



reduces broken bars to a minimum because the wire eyes do not break into the side walls of the peg holes. The eyelets are fastened so securely that they cannot work loose.

Rice Dobby Chain Co.  
Millbury, Mass.

Send Us Your Order To-day



# Efficiency and Economy Reign Supreme In STATES GRATES

In these days of advanced cost of labor and material, the up-to-the minute engineer, in selecting boiler equipment should consider the following points:

THE STATES GRATE & TRAIL

1711 NEWING, NEW YORK

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## TRENTON COTTON MILLS

MADE IN U.S.A.  
FINE COMBED YARNS—36'S, 40'S, 50'S AND 60'S  
ONE, TWO AND THREE PLY—HARPS, SKELINS, TUBES AND CORLS

GASTONIA, N. C. Oct. 18 th 1919.

Eureka Iron Works, Inc.,  
Lincolnton, N.C.

Gentlemen:-

We have been using the States Sectional Grates for about 6 years, the first two sets purchased by us, Mr States informs us were the first of his perfected design to be manufactured.

These two sets of grates are today in perfect condition and will last for many years, have cost nothing for upkeep to date although they were used day and night for the greater part of the time since they were installed.

Our boilers steam very much better than with the old type of herring bone grates and we make very little clinker, fires being easy to clean and the ash removed shows almost NO UNBURNED FUEL.

Our steam plant is operating at the highest economy we have ever obtained and we are satisfied that the grates have saved fuel enough to have repaid their original cost many times over.

We are pleased to give you the above information and beg to remain,

Very truly yours,

TRENTON COTTON MILLS.

by *AM*  
Asst. Treas.

### Low Cost of Upkeep

In the six years of marketing our call for repair parts have not exceeded 2% of production.

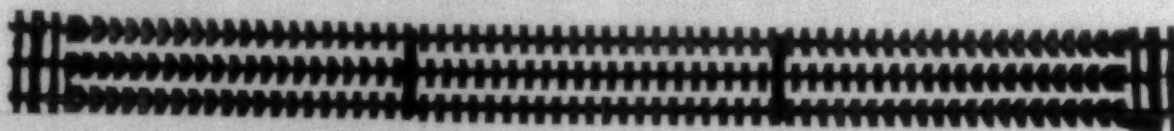
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These boilers are developing 50% above their rated power with no trouble to maintain the steam pressure.

## LONG LIFE OF USEFULNESS



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Try the Grate Free and convince yourself. Arrange now for a 30 days' trial and see for yourself the power producing cost, the labor and money saved. Write now.

**Eureka Iron Works, Inc., Lincolnton, N. C.**



erroneous order and saved from the results thereof.

The Senate is also not an elective body. It is made up of about sixty foremen and heads of departments who are in positions of authority over the workers. It elects a President, Vice President, Secretary and Sergeant-at-Arms; also, standing committees and special committees as occasion may demand. Its power and practices are identical with those of the House of Representatives.

The House is the popular body of government, being elected by secret ballot by the whole body of workers. Each department has representation, one to every forty workers or majority fraction thereof. Any white person, male or female, is eligible for election as a Representative, the only condition being that said person must have attained 21 years of age, must have been in the continuous employ of the company for one year prior to election and must have subscribed to the principles of Industrial Democracy. The Representatives are supposed to act as counsellors within their departments, receive all complaints and suggestions from their fellow workers, and in turn acquaint them with the doings of the legislative bodies. The House elects a Speaker, Vice Speaker, Secretary and Sergeant-at-Arms; also, standing committees and special committees as occasion may demand.

Every bill offered is referred to a committee to investigate and report, and all legislation is so routed under the by-laws that when the time comes for open discussion, all available facts will be at hand.

The meetings of the Senate and House are weekly, and always in company time, which is very necessary for the success of the plan. Any question affecting working conditions, safety, sanitation, wages, recreation and amusement, etc., is brought up before either of the legislative bodies, and any recommendation decided upon after a careful deliberation and discussion is brought to the next body for their action. No change becomes a law until it has been approved by all three bodies. In this way, we believe we have found a very effective method of feeling the pulse of our people, of learning what they really desire and of avoiding difficulties rather than curing them, as is usually the case in the ordinary shop-committee plan. Permitting the operatives to have a say in adjusting their wages and working conditions removes these perplexing questions from the field of dispute. The fairness with which the members of the House have considered and handled all questions that have come before them has been to us a most welcome surprise.

No doubt most of you have read that remarkable little book by Mr. John Leitch entitled "Man to Man," or "The Story of Industrial Democracy," in which he gives a very minute and comprehensive description of this system.

The fundamental and most serious problem of course is to get all of the workers interested, which involves a very thorough teaching of the principles. The whole system is based squarely upon the principle

of the Golden Rule, and since this is apparently a "new policy" in its application to industry we spent many weeks in teaching it to the overseers, second hands, section men, loom fixers, etc., before attempting to introduce it among the operatives. In fact when the time came to offer it to them, they had already seen a change in the atmosphere and in the general demeanor of their leaders. Many were heard to remark, "I wonder what has come over Mr. So and So? I have never seen him so kind and polite."

Now, here are the principles upon which this new policy is constructed:

#### Our Policy.

We, the employees, officers and managers of the Riverside & Dan River Cotton Mills, recognizing that "Justice is the greatest good, and Injustice the greatest evil," do hereby lay and subscribe to as the first Corner Stone of our Policy, this greatest of all good: Justice.

Justice—The fullest meaning of this word shall be the basis of all our business and personal dealings—between ourselves as individuals, between our company and those of whom we buy, and between our company and those to whom we sell.

Justice shall be the first Corner Stone upon which we agree and determine to construct broader character as individuals and broader commerce as an institution.

We recognize that Justice to ourselves necessitates taking advantage of every opportunity to do the best that is in us, and each day improve upon that growing ability.

We realize that merit must be recognized whether in ability or merchandise. With this certainty, we cheerfully, hopefully and courageously press forward to certain and unqualified success.

Co-operation—To accomplish the greatest possible results as individuals, and as an institution, we find CO-OPERATION a necessity.

We recognize that business without Co-operation is like sound without harmony. Therefore, we determine and agree to pull together, and to freely offer, and work with the spirit of that principle, Co-operation.

So shall we grow in character and ability, and develop individual and commercial supremacy.

Differences of opinion shall be freely and fearlessly expressed, but we shall at all times stand ready to Co-operate with and heartily support the final judgment in all matters.

Economy—As each moment is a full unit in each hour, and each hour a full unit in each day, so each well spent unit of thought and each well spent unit of action makes for each victory, and the final success.

When the hour, the day, the year or the life is filled with well spent ability—and an institution is composed of individuals who recognize the value of and so use their time—then success is controlled and governed and is no longer that vague uncertainty of a blind and unreasoning hope.

Life is like a bag in which, each moment, we place a unit of value or of rubbish, and our present and future happiness depends upon the contents of that bag. Recognizing

that Economy is time, material and energy well spent, we determine to make the best use of them, and so shall time, material and energy become our servants while we become the masters of our destiny.

Energy—As Energy is the power back of action, and action is necessary to produce results, we determine to Energize our minds and hands, concentrating all our powers upon the most important work before us.

Thus intensifying our mental and physical activity, we shall "make two grow where one was," well knowing that our individual and commercial crop of results will yield in just proportion to our productive and persistent activity.

This power of Energy directed exclusively toward sound and vigorous construction leaves no room for destruction and reduces all forms of resistance.

Having set in our Business Policy the four Corner Stones of JUSTICE, CO-OPERATION, ECONOMY and ENERGY, we are convinced that the Cap Stone of the superstructure must be

Service—We believe that the only sound and sure construction of success as an individual or an institution, depends upon the quality and quantity of SERVICE rendered.

We neither anticipate nor hope to be unusually favored by fortune, but we are thoroughly persuaded that fortune favors the performer of worthy deeds and of unusual service. We, therefore, determine that our days and our years be occupied with such performances.

Quality shall always be the first element of our Service and quantity shall ever be the second consideration.

Thus shall we establish not only the reputation but the character of serving best and serving most. Therefore, by serving admirably, we shall deserve and receive proportionately.

After accepting this business policy as a guide for our future actions, we then started in to govern ourselves under this new dispensation. At the outset it did not meet with the overwhelming applause which some would expect; a few of the elected representatives did not fully grasp the idea, and since the whole thing depends upon the understanding and faithful observance of the principles, it required quite a time to get things going smoothly; we are glad to say, however, that a majority of our people had sufficient confidence in the integrity of the management to accept the plan at once, and they soon become enthusiastic in its operations.

The practical side of the system is what we call the "Economy Dividend." The observance of the principles invariably results in a saving in operating expenses, and our plan is that all savings thus effected are divided equally—on a 50-50 basis, between the operatives and the company. Every four weeks there is paid to them in a separate envelope, marked "Economy Dividend," their pro rata part of what has been actually saved. When you consider the enormous expense that results from labor turnover, from absenteeism, from waste of labor and materials, from lost motion in many forms,

you can get some idea of what their savings can amount to, if the principles are faithfully observed.

During the comparatively short period since we started, our people have already gotten up to a six per cent rate.

But let no one suppose that this new policy can be built up, like a mushroom, over night; it takes a long time to develop manhood and womanhood and that, after all, is the highest and most valued product of this system. It involves a change of heart, and calls forth the best elements of our being; no man can live by these principles without becoming a better and happier man.

But it keeps one wide awake, and I venture the assertion there is no one in our organization but who knows more about the business today than he ever did before.

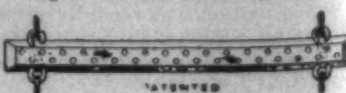
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MANUFACTURERS OF  
FINE COMBED YARNS—36'S, 40'S, 50'S AND 60'S  
ONE, TWO AND THREE PLY—RAPS, AKINS, TUBES AND CONES

GASTONIA, N. C. Oct. 15 th 1919.

Eureka Iron Works, Inc.,  
Lincolnton, N.C.

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by *[Signature]*  
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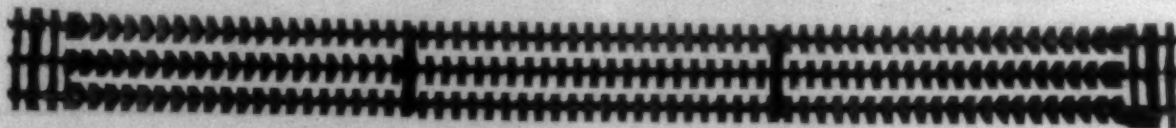
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**Eureka Iron Works, Inc., Lincolnton, N. C.**



# South American Opportunities for Cotton Fabrics

(J. David Woodside, vice president and treasurer, Woodside Cotton Mills Company.)

Mr. President, Ladies and Members of the Southern Textile Association:

The very existence of the cotton manufacturing industry depends in a large measure upon the men whom I understand compose the membership of your association—the superintendents, overseers and salesmen. In this industry there would be but little need for the last mentioned class should we have no superintendents and overseers. Our traveling friends are, however, a very necessary and all important adjunct in the business. Someone has said that salesmanship is probably the oldest calling in the world and is among the most valued agencies of distribution. It keeps abreast of the times in practically every respect. The first traveling salesman, as far as known, were probably the ancient Greeks and Jews, who journeyed from Asia and Africa to Rome and Athens to barter their wares, which they packed on the backs, or transported with camels and donkeys from great distances. Christopher Columbus was somewhat of a traveling salesman while on his tours of discovery. His ships carried Spanish and Italian goods and fabrics, which he traded to the West Indian and North American Indians for tropical products. The early Dutch settlers were also capable salesmen, trading \$24 worth of beads, bright colored cloths and whiskey for Manhattan Island—the highest price paid for alcoholic beverages prior to July 1st, 1919.

I will not undertake to cover this large subject nor is it my purpose to recount the personal experiences of my recent trip to South America, although many of them are highly interesting and will always remain as a pleasing and valuable recollection. In place of that and instead of burdening you with a mass of complicated statistics—"whole caravans of figures," as Gladstone called them—I will endeavor to tell you something of that wonderful sister continent which lies directly to the south of us. We often hear the Latin American republics spoken of as our cousins and they are such in many ways. The form of government is patterned along the lines of ours and while we do not speak the same language and often differ in customs and habits, yet the spirit of friendliness and congeniality is very marked. One of our chief claims to a large share of the trade of the whole Southern continent centers in its accessibility to our ports, whenever the government and the large shipping corporations put into the service, the additional vessels which have been promised. It is scarcely necessary for me to say that these ships should sail under the flag of the United States and that it would be to our advantage to have them manned by North and South American seamen.

Quite naturally I was very much interested in the development of cotton growing in South America,

especially in Brazil, Peru and Argentine and also in the extent of cotton manufacturing in Brazil. And since Brazil has made greater progress in the growing and manufacturing of cotton I will tell you something of the republic. The government of Brazil is very similar to ours, even to the full official name of the country which is the United States of Brazil. It is made up of twenty states, containing more than 30,000,000 inhabitants and has an area, (if we exclude Alaska) as large as the whole United States, plus a territory equal to four states the size of New York. It has a coast line on the Atlantic of more than 4,000 miles. Brazil has been engaged in the cultivation of cotton for a number of years and now raises annually over 400,000 bales of a very good quality. More than two-thirds of the output is used in her own manufactures, the balance being exported principally to England. There are at present more than 52,000 looms employed in making cloth in Brazil, which supply more than 70 per cent of her own requirements. Through the courtesies of our ambassadors and some of the South American ministers of agriculture and ministers of finance and industry I was afforded an opportunity of a personal inspection and was very much impressed by the many excellent farms and cotton mills in the country and by the quality and designs of the cloth produced. I have with me here, many interesting samples of Brazilian cotton and yarn and cloth which I secured from the managers of the mills direct and which you may examine immediately upon the adjournment of this session.

The Brazilian cotton mills are, in the main, of English equipment and most of them are comparatively new. They contain very good machinery, but not as much of it is of automatic working as ours. The wages there are much lower than with us, but the labor as a whole is not as intelligent nor as skilled as ours, and, to my mind, a Brazilian workman is not as industrious or as ambitious as the employees in our Southern cotton mills of the United States, nor has he the comforts and advantages that our workmen enjoy. In considering the question of wages, we must of course bear the fact in mind that the cost of living is much lower in Brazil than it is here, and the conditions of labor are of course different from ours. In some of the mills, whites, yellows, reds and blacks work alongside one another. They work from 48 to 54 hours a week and there are no limitations as to age. The mills usually shut down for breakfast at 9:30 or 10 o'clock for an interval of 40 to 50 minutes. Many of the mills are operated by electric power from rivers. Coal is scarce and high. The Brazilian government and the state governments, encourage the manufacture of textiles in numerous ways. The mill corpora-

tions are assisted for instance in such matters as taxes and freights, and also, in cases, in obtaining a portion of the capital with which to build and operate the mills. The textile industry in Brazil is protected from outside competition by heavy import duties and as a further means of encouraging domestic industry and stifling foreign competition, the Brazilian cotton manufacturers have been granted a freight differential. In other words, I was informed that the transportation rates on cotton goods manufactured in Brazil are from 15 to 25 per cent lower than those charged upon imported goods. In addition to the cotton mills, Brazil has also a number of woolen, silk and jute factories which are of considerable importance.

Cotton cultivation and manufacture has not as yet attained the proportions in the other South American countries that it has in Brazil, but earnest efforts are being made both by English and by local interests to develop the business in Argentina and the countries on the west coast. While I believe that these efforts are sure to meet with some success, I think it will be many years before we shall feel any serious competition from that quarter.

In these days of world readjustment, when men of large and small affairs are thinking and working together in an effort to arrive at the best solution of the big problems which confront the nation, it behooves us, who are meeting here today, to consider seriously what part we should take in the enormous task. The growth and manufacture of cotton rank among the most important industries of the United States and upon you, overseers and superintendents and upon your associates depend in a large measure the success or failure of this vast business. In the same way precisely, as during the horrible war, a large portion of the world was forced to look to you for clothing, bandages, tents and other supplies for the armies, and the requirements of the civilian population of many lands as well; in this post-war period of readjustment and reconstruction, devolves upon you—the manufacturers of cotton—the duty of doing your part in clothing the world and, at the same time, in this way assist in building up our foreign trade. It is as essential for our well being now as ever it was in our history, or even more necessary, for it is upon this trade that the future prosperity of this mighty republic rests. As with the individual, so with the nation, it is only through free intercourse with others and by fair and honorable dealings that either can attain and hold an honorable, a preminent position. It is not in the spirit of taking an unfair advantage of our competitors in the foreign fields that I would urge upon you to do your utmost. To my mind there is altogether too much said and written

these days not only by our people but by many people of other countries regarding "competition" and "rivals" and what should be done to out-reach or outstrip some of them while they, as for instance, England, France and Italy are for many reasons unable to play their accustomed part in the foreign field. Live and let live is a good motto, and fair play is a jewel, but we have an unusual, a wonderful opportunity to develop overseas trade, both export and import, and it is not only our privilege, but a patriotic duty and a moral obligation to take advantage of it by every honorable means and establish ourselves firmly in our rights.

We all believe that the United States is destined to become one of the greatest manufacturing and exporting nations of the world, but it is upon men such as you, men who control the quantity and the quality of production that the responsibility rests of securing and maintaining this very exalted position.

Manufacturers have oftentimes lost their export trade and have never known why, while the true reason was, I believe, that in the use of raw material or in the process of manufacturing, men who hold positions such as you, the men who control the matters inside the cotton mills, have allowed, through neglect or otherwise, goods to be sent out which were not in accordance with the quality promised or which were lacking in some other terms of the sale. We cannot impress too strongly upon ourselves and our co-workers the importance of observing the minutest details in the making, the packing and in the shipping of goods for the export trade. A mill, just as an exporter, or we might say, just as a nation, is judged by the methods employed in its dealings. Many of us have been prone to feel that most anything would serve the requirements of what we term "the foreigner," but in this we have been very much mistaken, for in my limited experience, I have found that the so-called "foreigner" is very often a man of the highest type, having a good taste and as much discrimination and intelligence as the exporter; knowing what he wanted and properly expecting to receive exactly what he bought. Therefore, I repeat that the details in the manufacturing and exporting of cotton goods requires the very careful and serious attention of the buyer of cotton and other supplies, the order, the spinner, the weaver, the inspector, and the shipper, not only in the initial or sample order, but in every order, no matter how small or how apparently unimportant. It is our moral obligation to furnish what we might term "honest goods"—goods that will stand every test of the sale agreement. In my visits to many importers of South America, I heard numerous complaints against exporters of cotton goods.

(Continued on Page 38.)



# The Working of Industrial Democracy

(Address by Mr. C. J. Parrott, Speaker of the House of Representatives, Riverside & Dan River Cotton Mills, Danville, Va.)

Mr. Chairman and gentlemen of the Southern Textile Association:

I want to assure you that I regard it a high honor and a great privilege to have the pleasure to come from the best city in the State of Virginia and speak to you for a few moments as I see Industrial Democracy in its workings in one of the greatest and largest textile plants in the United States. I had gathered up and intended to say a whole lot, but Mr. Fitzgerald has covered practically the whole subject of Industrial Democracy and its workings from the employees' side of it, and Mr. Chairman, I want to say that in Mr. Fitzgerald's introductory remarks he led you to believe that I was a foreman in the weave room. I am not a foreman, but one who runs a loom day after day, and I believe that I can see today, better than I have ever seen in my life, the economic side of running a textile mill. Do you know that in all of my experience in cotton mills—and I was raised in one—and have worked in them in this State, because I am a North Carolinian by birth (applause), I was never taught and have never yet seen the employees in the mills taught the economic side of running a textile plant. The biggest thing that the owners of the mills and the overseers of the mill have always looked forward to was getting service from their employees, and they have never stopped to consider, they have not stopped to try and teach their employees what it would mean to the industry and to themselves to try to save and utilize all the material that is put before them to use. I have never yet seen a foreman in the weave room—and I have worked for several different ones—ever come to me and plainly say to me what it really meant to run all the filling off the quill. I have never had a foreman come to me and tell me to run all the warp off the beam, and I have cut many a yard off and thrown it in the waste pile that I could have run off, but, my friends, I want to tell you this is a day of education. The people need to open their eyes and get acquainted with one another. I want to tell you that I have been in the mills in Danville for over ten years. I did not know the president of the company except by sight. I did not know the superintendent personally. I just knew him by sight. I did not even know some of the employees in my department until we adopted this system of Industrial Democracy. I can now shake by the hand, and call by name, and meet on the square, every man in my department. I want to tell you just how the House of Representatives works. Now, Mr. Fitzgerald has outlined to you just how the company took up this subject and studied its principles, and then put it before the people in the mill.

Well, a meeting was called. The mills were all shut down and this meeting was held on company time. We got our pay just the same. They outlined to us the principles of Industrial Democracy, and gave us

cards with the five principal points on them. I believed it would be good to work by, and I signed a card, and in my first statement, after I was elected Speaker of the House, I said then and I say now, that I believe for inaugurating this plan, Danville will be an eye-opener to the cotton mills of the South. I believe it because there is no way to get around it. We have had an old autocracy, an old gag rule. The employees in the past have never had one word to say about their surroundings, and the conditions under which they should work. They have never been consulted. They have not been allowed to even suggest, but, my friends, under the principles of Industrial Democracy we have been handed one of the best things that God Almighty ever handed to a people, on that card and on that principle. Among other good things we were told that differences of opinion shall be freely and fearlessly expressed and, my friends, what greater privilege should any man ask to have than the knowledge of knowing that he can say what he wants and express it without someone ridiculing him and trying to put him out because he did express it. After they explained to us the principles and objects of Industrial Democracy, an election was declared to elect a Representative, and I want to tell you that that election had all the pep that a National election would have. Speeches were made in the mill advocating the election of this or that one, which was all right. We wanted them to take that interest. After the election, then the House met and organized. I want to tell you that not even a single foreman—not a second hand, no one from the executive branch had absolutely anything to do with it. The boys were turned loose to say what they thought. With a membership of 117, 41 from the Riverside division and 76 from the Dan River, we met once each week, on Thursday afternoons. We did meet in the beginning at 3:30, but since our legislation has decreased, and we have already disposed of some 154 bills, to be exact—or about that—though they have not all gone through yet, we voluntarily, without even a suggestion from anybody, cut our time down to 4:30. We do not have to be told to try to economize, because we see the benefit of it. We cut our time down to 4:30, and when we think it will be necessary we will cut our meeting to once a month, in order to save for our company.

Now, Mr. Fitzgerald said that we did not see the advantages at first, and truly we did not. I do not blame him. You might go around the corner and see a man with the prettiest twenty dollar bill you ever saw, offering them to you for ten dollars. Some of us wouldn't take them because we believe they were fakes, and I want to tell you gentlemen that it was hard for me to realize that a corporation, representing about fifteen million dollars, was to hand us such a privilege on a silver platter. It was hard for any man

to realize, and before we had operated under the system three weeks I venture to say that 95 per cent of the employees had signed those cards and I want to tell you that the president of the company signed it and the cabinet and on down the line to the last scrubber in the mill. We had all signed the pledge card.

The bills began to pour in; the committees were meeting each night. We have a powerful committee, known as the Ways and Means Committee on adjustments and complaints, to which is referred all complaints that come in from the different departments. We have a Committee on Recreation and Amusement. We have a Committee on Recognition and Promotion. We have a Committee on Suggestions, and we have a Wage Scale Committee, to help adjust wages. They meet once each week, and they get paid just the same as if they were at their regular work in the mills. If a bill is introduced, it is referred to one of those committees. The chairman of that committee sees the patron of that bill, and he is summoned, whoever the patron of that bill is, to give testimony and get together, and not yet has a single man failed to appear before the committee when he has been summoned. If a complaint comes in from the card room, the foreman of that department is invited to be present when that complaint is made before the committee, and if it can be settled satisfactorily to the committee without its going through the House, then that bill is tabled for the time being. If an adjustment is not reached within a reasonable length of time, then the patron of that bill has the privilege of calling the bill out of the hands of the committee. If a question arises over which there is discussion, we instruct our Representative to get the sentiments of the people in their department, and it is their duty as a representative to vote the sentiments of their people.

We had one bill to come up that we fought over for about two months—the 55-hour bill. We had previously been stopping at one o'clock on Saturdays, and we wanted to cut it down to twelve. Mind you, people in Danville are not kicking about the hours they have to work, but if one of our representatives had failed to vote the sentiments of his people, that would have been mighty bad, wouldn't it? Well, we have a system to overcome this, because we have in our constitution, the "Recall." If a representative fails to represent his people as they think he should, then they can, by a two-thirds vote in that department, recall that representative and elect another man. If they so desire they can recall the Speaker of the House, or the President of the Senate. Has anybody ever been able to solve the problem of the difference between Labor and Capital. I was reading the other day a debate between Will McKinley and some Senator down South. The debate was in regard to which would do the most for the

working man, and when it came to an issue and the debate had warmed up, they were suddenly confronted with the question as to who was really a working man, and they found that all were working men and they had nothing to argue about. Now, Mr. Fitzgerald here is just as much of a working man as I am. No one has yet offered a solution between Labor and Capital—but what are the consequences? Conditions have continually grown worse until what is the world facing? What is the world facing today, my friends? If the wound could have been healed before the great strifes that exist today throughout this country, there would have been more joy and more pleasure, and we could have shown more true Americanism than has been and is being shown in this country. I was reading in the paper the other day where some man made a speech and he said that the greatest thing that the labor unions in this country needed was to get more Americanism into them. I agree with that man. There is one thing that the industrial owners should do. They should get more Americanism into their industries. Both Labor and Capital need more Americanism in our industries. We need more old true Americanism.

I want to tell you a joke now. One time there was a man, a stranger, wandering around in a certain part of the country, and it happened that he had nowhere to spend the night, and he stopped at a country house and knocked on the door, and asked if it would be all right for him to spend the night there. The old gentleman, with all the courtesy he could summon, said, "Delighted to have you, my friend, we only have two rooms and very few beds, but we will make arrangements for you somehow in some corner. The traveler said, "All right, just anywhere will be satisfactory." There was a young daughter in this home, and after supper she went out on the porch and sat down beside the traveler, and they sat there very late. The old lady and gentleman had retired, so about midnight, the old lady said, "Sal, hasn't that man got his arms around you. "Yes, ma." "Well, you tell him to take his arms away." "You tell him, ma, he's a stranger to me."

That's the trouble—we have been strangers too long. Capital and Labor have been strangers. We would all be better off if they would get acquainted. I have had hard feelings against the capitalists in the past. I don't have them now. Since we put in the system of Industrial Democracy in the mill in which I work, I have met with the board of directors, around the table, and I have met with the highest men connected with that plant. I find they are not as bad as I thought they were, and I am loving them more and more every day. They want to do the right thing by their people. I made the remark when I was

(Continued on page 35.)



# Report of Committee on Carding

(Marshall Dilling, Chairman, Gastonia, N. C.)

Q. How many processes of pickers do you use?

A. Majority are using three processes, but an increasing number are using two, with scarcely any using four.

A. Porcupine—highest 1,250; lowest, 540; average 770. Three blade—highest 1,250; lowest 925; average 1,098. Two blade—highest 1,480; lowest 950; average 1,338. Carding—highest 1,400; lowest 850; average 1,109. This shows a tendency to run beaters at a lower speed than formerly.

Q. How many pounds per day of ten hours do your pickers produce?

A. Highest 3,000; lowest 900; average 2,140.

Q. Will two or three processes produce the strongest yarn?

A. About evenly divided between two and three processes, but those using two are more enthusiastic than the others. Those putting the largest production through largely prefer three processes, while those with smallest production prefer two, which leads me to believe that there are some mills now using three processes that could eliminate their intermediates; use them as finishers, reduce the speed to the point desired, reduce the production one-half and secure as good a lap with less injury to the fibers.

Q. Width of cards?

A. Practically all 40-inch.

Q. Weight per yard of lap?

A. Lightest 10; heaviest 16; average 12 ounces.

Q. Pounds per day of 10 hours?

A. Lightest 50; heaviest 235; average 110 pounds.

Q. Do you believe you could get stronger or more even yarn by carding less?

A. Three-fourths of the answers say that they could get stronger and more even yarn by carding less, while a few who are already carding light and some who are carding heavy for coarse numbers, do not think that they could secure any advantage by carding less.

Q. Do you prefer a heavy lap with slow feed or a light lap with faster feed? Give reasons.

A. The tendency is to use a light lap and then run the doffer as slow as the production required will permit. It is considered best to have as small a web of cotton as possible on the feed plate and cylinder so that all fibers will have a better chance to be carded out separately and to avoid friction caused by a heavy web.

Q. If you were going to reduce your carding, would you do it by reducing the speed of the doffer, weight of sliver or weight of lap? Why?

A. Most answers indicate that a lighter lap is preferred to any other changes. The idea is that by having a light lap there is less stock for the lick-in, cylinder and flats to work on, and they can therefore do their work of separating and carding or combing out the fibers better than if they were in a more crowded condition.

Q. How often do you grind your

cards?

A. From 15 to 36 with an average of 24 days.

Q. How long do you grind each card and do you grind light or heavy?

A. Answers show from 4½ to 12 with an average of 8 hours given to grinding; and most carders prefer to grind medium as this gives a sharper point to the wire which enables it to catch the fibers better. Heavy grinding is not considered necessary unless the clothing has been injured and light grinding does not give as good a point as medium.

Q. What is your experience with different settings, especially with reference to the breaking strength of yarn? Will lick-in set to 12 gauge make stronger yarn than when set to 7 gauge?

A. The answers to these questions show a great difference of opinion but the most important points suggested are that the feed-plate should be suitable for the length of cotton used; that the settings should be such as not to crowd the stock; that the flyings should be watched closely to see that the stock is not being damaged, and that the lick-in set to a 12 gauge is preferred to a 7 gauge.

Q. Weight of card sliver?

A. 39 to 75 with an average of 50 grains.

Q. How many doublings and how many processes of drawing do you use?

A. The almost universal practice is to double 6 times with 2 processes of drawing, for the reason that one process does not give sufficient doublings and three processes does more harm than good by overworking the stock. Some mills making combed yarns are using one process with good results.

Q. Speed of front rolls?

A. 225 to 400 with an average of 315 r. p. m.

Q. Weight of finished sliver?

A. 42 to 88 with an average of 58 grains.

Q. What front roll speed would you prefer to run your drawing?

A. The answers show from 225 to 350 with an average of 265 r. p. m., which is 50 less than the average being run. Almost every answer indicated that they preferred slower speed and lighter sliver, which leads to the conclusion that the average mill needs from 10% to 25% more drawing to enable it to secure these advantages.

Q. What drafts do you run and what do you prefer to run on?

A. Slubbers run 3 to 5½, average 4; prefer 3½ to 4½, average 4.

Intermediates run 4 to 5½, average 5; prefer 4 to 5½, average 5.

Fine frames run 5 to 7½, average 6; prefer 5 to 7, average 6; as with long drafts, and the desire is to get away from either extreme, as one is considered as harmful as the other.

Q. What is the best method of mixing roving and scavenger waste with the regular mixing?

A. The most popular way is to run the waste through a waste machine and then through a feeder that is attached to the conveying system and regulated so that it feeds

just fast enough to run up the waste while the regular stock is being run.

Q. What idea have you developed in your card room that has made a noticeable improvement in your spinning and weaving?

A. Among the ideas are the following:

Strict attention to the tension on speeders.

New type of grid bars on pickers.

Strict attention to cleanliness and evenness of work.

Reduced card production from 125 pounds to 60 pounds per 10 hours and run cards day and night.

More attention to reducing the amount of waste made and proper mixing of cotton.

Reduce pickers from 3 to 2 and drawing from 2 to 1 processes.

Reduced speed on every machine that the production would allow.

Installation of automatic feeding machinery.

Addition of new machinery permitted a shortening of drafts with

a notable improvement in spinning and weaving.

Q. What is your best method of keeping your supply account down?

A. The most popular plan is to keep all supplies in a convenient place and issue them out only on order from the proper person, and render a monthly statement with comparisons to each section or department. Another good idea is good oil properly applied at the right time and place.

Q. What do you consider the greatest need of the card rooms of the South today?

A. More machinery, especially cards. This is the opinion given in almost every answer. The next greatest need is better men, and especially better men for card grinders. Oh! for some way to fire the ambition of the present and coming generation that they may want to learn to become more efficient in their work and to gain promotion on their merits instead of some other way.

## Spinning Committee Report

(J. B. Harriss, Asst. Supt. Greenwood Mills, Greenwood, S. C.)

When I was notified that I had been appointed to prepare an address on "Spinning," to be delivered at this convention, and thought of the men who would be here that were superintendents and overseers when I was pushing a doffer's box I was very much inclined to pass it along to someone else.

Realizing, however, that if I expected to get much real benefit out of the meetings for myself I would necessarily have to take a part in them I was willing to undertake it.

If the plan of getting up papers for these meetings suggested and put into effect by Mr. Cobb is given the hearty support of the members of this association, it will result in increased interest on the part of the members in the discussions and a corresponding benefit derived by those attending the meetings.

I would not undertake, if I were able, to go into all the details of the management of a spinning room, as a lot of it would be neither instructive nor entertaining.

In a discussion of this kind it is always assumed that the roving is delivered to the spinning room in the proper condition. I will not attempt to discuss the roving question, except to say that an overseer should pay close attention at all times to the quality of work he is getting, and not wait until his room is "balled" up before making a "kick."

The importance of keeping a spinning frame in good running condition suggests the question of overhauling spinning every year. I don't think there is any question about the overhauling once every twelve months helping the running of the work; but there possibly is some question as to whether the results justify the expense. The information I have received on this ques-

tion, with my own experience, convinces me that spinning frames should be thoroughly overhauled every year if we are to have good running work, and further convinces me that the results amply justify the expense.

We cannot afford to overlook the question of spindle speed if we are to have good running work. A very successful superintendent made the statement to me not long ago that he believed more spinning rooms had been put "on the bum" by excessive spindle speed than any other cause. My experience in spinning has been largely on one class of work, and I shall not try to suggest spindle speeds except for the numbers with which I am most familiar. For 30s warp I would suggest 9,000 turns per minute, and for 40s filling 8,000 turns per minute.

The proper kind of band to use is no small item when you consider the relation it bears to the quantity and quality of yarn gotten out of the spinning room. We all know that no standard size band could be adopted that would give the best results everywhere, therefore I am going to suggest a band made of roving averaging 100 bands to the pound, with such slight variation from that as best suits your local conditions.

The question of extra help to do the cleaning of the spinning room was agitated considerably a few years ago when we were called on to put a part of our spinners and doffers on an eight hour schedule and some of the mills tried out the eight hour help as cleaners. From the information I am able to gather, very few mills use extra help for cleaning, and I would not advise it except on fine numbers where absolute cleanliness is essential. Of course, a reasonable amount of cleaning is essential on any kind of work, and I am heartily in favor of

(Continued on page 36.)



# THE SACO-LOWELL CARD STRIPPER

**DUSTLESS AND  
AUTOMATIC**

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Operate**

**Saves Time and  
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**Strips Card  
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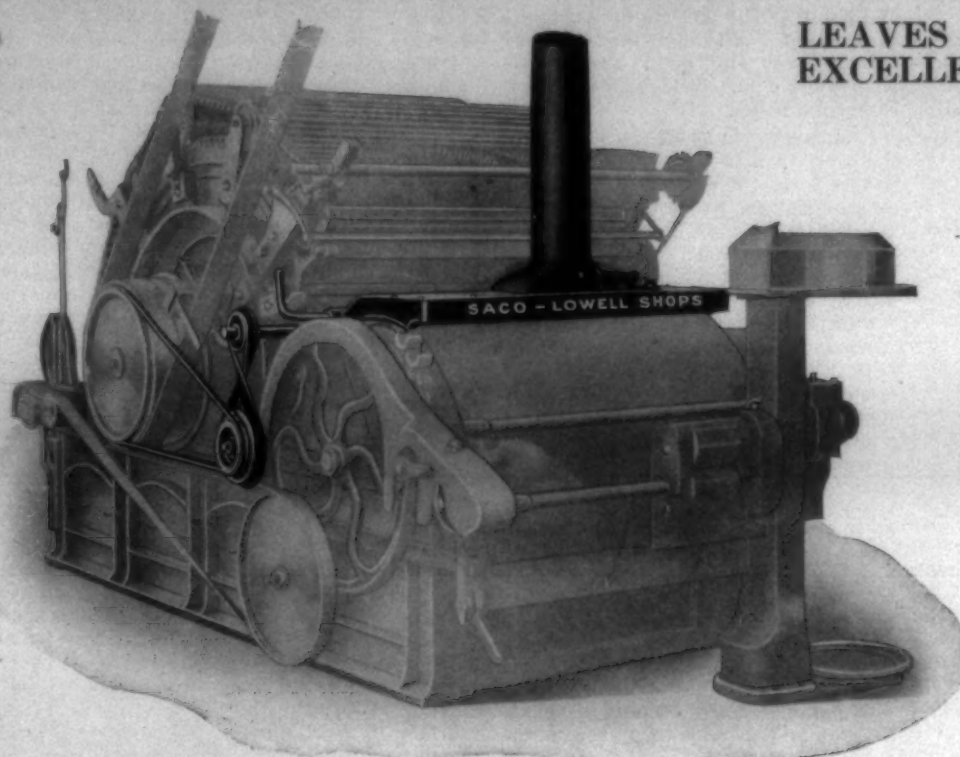
**LEAVES STRIPPINGS IN  
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**Low Cost of  
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**Control Always  
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# Welcome Addresses And Response

(By John W. Fox, President Rotary Club of Charlotte.)

Mr. Chairman and Fellow Members of the Southern Textile Association:

"In days of old, when knights were bold and barons held their sway," when a distinguished visitor arrived in the city it was customary to confer upon him the freedom of the said city or to give him the keys of the city, after these elaborate functions had taken place they usually adjourned for a session of "wine, women and song," but as the centuries have rolled around these customs and functions have become mere formalities with very little meaning. As president of the Rotary Club, it is my pleasant duty to welcome you to the Queen City but I cannot hand you the keys of the city, because the surrounding towns (like Gastonia) have expanded at such a rate that the walls have been pushed in, the gates thrown down, and the keys lost; neither can I confer upon you the freedom of the city—you, who are American citizens, cannot have any greater freedom conferred than is conferred by the constitution of the United States on its citizens. Some of you may regret also that the season of "wine, women and song" has become a memory and that all that seems to be left to us is to lift up our voice in praises of what is left to us. Nevertheless, gentlemen, you are as welcome as the flowers of May, or as a mint julep would be to A. B. Carter.

Why should we not be proud to welcome you and have you as our guests, you are all fellow craftsmen, having learned the practical part of your business by daily contact and studying its theoretical phases by burning the midnight oil.

It is now ten years ago since you held your first meeting in this city, which was the first meeting of the organization. Since that time the spindleage of the South has increased from approximately ten million to fifteen million spindles; your Association has increased from 20 to —, you have achieved not only distinction but good works, and, as I am reminded of these things, I wish to say that Charlotte is doubly proud to have you with us once again; may your stay with us be beneficial, constructive and enjoyable, and when you go away we know you will carry with you feelings of a good convention in a good city, amongst good people.

(By Paul F. Haddock, president Charlotte Kiwanis Club and Southern manager, A. Klipstein and Company.)

Mr. President, Ladies and Gentlemen, and fellow members of the Southern Textile Association:

You have often heard the statement that an Englishman never sees a joke. I want to say right here that that statement is either untrue or I am not an Englishman. When I was asked to deliver the address of welcome to the Southern Textile Association, I was able to see the joke allright. I think the joke is on

me. You may know that I am also chairman of the entertainment committee, but I did not expect to have to entertain you good people this way when I accepted a position on this committee.

I am particularly happy of having the opportunity of welcoming you to Charlotte. Not because I am gifted in speaking to such fine gatherings as the one we have here today, but simply because I am a member myself and welcoming you is just like welcoming some one from home.

I have often been asked the following questions: Why did you come to America? Why did you come to settle in the South? And why did you locate in Charlotte? I want to go on record as saying that America is one of the best countries that I know of. I want to say that the good old South is the best part of the country, and I am just proud enough to say that Charlotte is the best part of the South, consequently one can feel very proud in having the opportunity to welcome you to such a city.

As president of the Charlotte Kiwanis Club, I am delighted to give you a very hearty welcome in behalf of that body, many of whose members are members of this Association.

I have been requested by the mayor of the city to give you a most hearty welcome on his behalf, and on behalf of Charlotte as a whole.

It is customary to say to such gatherings as this that you are as welcome as the flowers in May. You are even more welcome.

You are welcome as the election result was to the law abiding citizens of Charlotte. You are as welcome as the Thirtieth Division was in France. You are as welcome as these same brave boys were when they came home. You are welcome as a good bottle of rye would be to one or two fellows I have seen this morning. And furthermore you are just as welcome as the ratification of the Peace Treaty will be to President Wilson.

I want to say how glad I was to be appointed chairman of the Entertainment Committee today, and by the way, being chairman reminds me of a little Scotch story I heard some time ago. In a little village in Scotland, the minister decided to select a finance committee in order to raise funds to pay off the church debt. Sandy McPherson was made chairman of the finance committee, and knowing that everybody received their wages on a Saturday, Sandy decided that Saturday would be the best day to do the collecting. About 11 o'clock on Saturday night Sandy was wending his way home as best he could under a heavy load of Scotch, and just Sandy's luck, he met the preacher of the Gospel who was more than surprised to see Sandy in a drunken condition, and demanded an explanation. "Weel," said Sandy, "I have been around collecting all day for the good of the church, and at every place I called they insisted that I partake of a wee drop." "Am I to understand," said the parson, "that all the mem-

bers of our congregation drink whiskey?" "Oh, no," said Sandy, "there is one or two that don't, but I wrote them a letter."

Gentlemen, so much can be gained by belonging to organizations like this association, and I would like to tell you a story I heard the other day of an Irishman that bought his first automobile. He was driving downtown in New York and had the misfortune to run into the rear of another machine. Up came a big Irish policeman, and asked Mike what he meant by running into the back of the other man's car. "Sure, I couldn't stop, sir," said Mike. And what's your name, said the officer. "Mike," says the driver of the car. "Your full name?" said the officer. "Mike O'Toul." "Where did you come from?" said the officer. "Sure I came from County Cork." "Well," said the officer, "how in the devil do you suppose this guy came to back into you."

Gentlemen, you see the good of sticking together, and I hope the Southern Textile Association will stick together and will continue to have such meetings as these until they have run the dam Bolsheviks and the "I. W. W.'s" to that place where we assume they will be welcome. I don't think it will be necessary for me to mention the place.

Let me say, again, gentlemen, you are welcome, and we hope you will all have a good time, and bring this meeting to Charlotte again next year.

## Response to Address of Welcome by A. B. Carter, Greenville, S. C.

Gentlemen of Charlotte and Fellows of the Association:

We are meeting today in the real home of the Southern Textile Association. We like to be here. This reminds me of the story of the old South Carolina negro who was drafted in the late war. He went to the recruiting officer and implored him to put him in Class B. He went time and again and worried the officer about being put in Class B. Finally the officer said, "Sam, what's the matter with you; why are you so crazy to be put in Class B? I have deferred your class as much as I can. What's the big idea, anyhow?" Sam said, "Well, Boss, I tell you—I wants to B here when they go over, and I wants to B here when they come back." (Applause.) That's the way we feel about Charlotte; we like to be here.

Charlotte is really the home of the Southern Textile Association; it was formed here a good many years ago, with just about 20 members—Dave Clark and Mr. Escott, and some who have passed away. Many of the pio-

neer manufacturers lived here in Charlotte, and we revere their memory. In passing, I could not fail to mention the name of Herbert S. Chadwick, who blazed the trail in establishing a machinery agency in Charlotte, and many a mill owes its existence today to his foresight and ingenuity. Many mills in this section stand as monuments to his ability.

Charlotte has produced a number of able men. We all well remember the late D. A. Tompkins, and many a mill boy owes his success today to the information that he gathered from a study of the writings of this man. He was a real friend to the mill boy of years ago, who hadn't the educational advantages that mill boys of today enjoy. Mr. Tompkins was really the father of practically all of the Southern textile schools, and also the originator of the unique idea of building cotton mills on the installment plan, thus enabling the small investor to own stock in the mills in which he worked. Mr. Tompkins was also the pioneer cotton seed oil machinery builder in the South.

Charlotte was also honored by having among her citizenship the illustrious and gifted editorial writer, J. P. Caldwell, one of the most widely read and influential writers of his day; his editorials were copied throughout the entire country, and he swayed the thoughts of the people with his pen. The old-fashioned writers have fallen by the wayside like autumn leaves, but the writings of the beloved Caldwell live on and on, and will continue to live long after we are gone.

In closing, I want to say, in the language of Henry Van Dyke when he left Copenhagen:

"Let me but live my life from year to year,  
With forward face and unreluctant soul,  
Not mourning for the things that disappear in the dim past,  
Nor holding back any fear from future veils,  
But with a whole and happy heart that pays its toll to youth and age,  
And travels on with cheer.  
So let the way wind up the hill or down,  
Though rough or smooth, the journey will be joy,  
Still seeking what I sought for when a boy,  
New friendship, high adventure, and a crown,  
I shall grow old, but never lose life's zest,  
Because the road's last journey will be the best."

## Address of President Cobb

The program calls for a President's address at this meeting. You probably know that is an error. The President's address is delivered at the annual meeting in the summer. However, I do wish at this time to take the opportunity to give you a brief outline of the technical papers

that we have been trying to prepare for this meeting. I want to say in the beginning that this plan has not been perfected, but we had to make a start somewhere. It has not been possible for the chairmen of all these committees to get together and

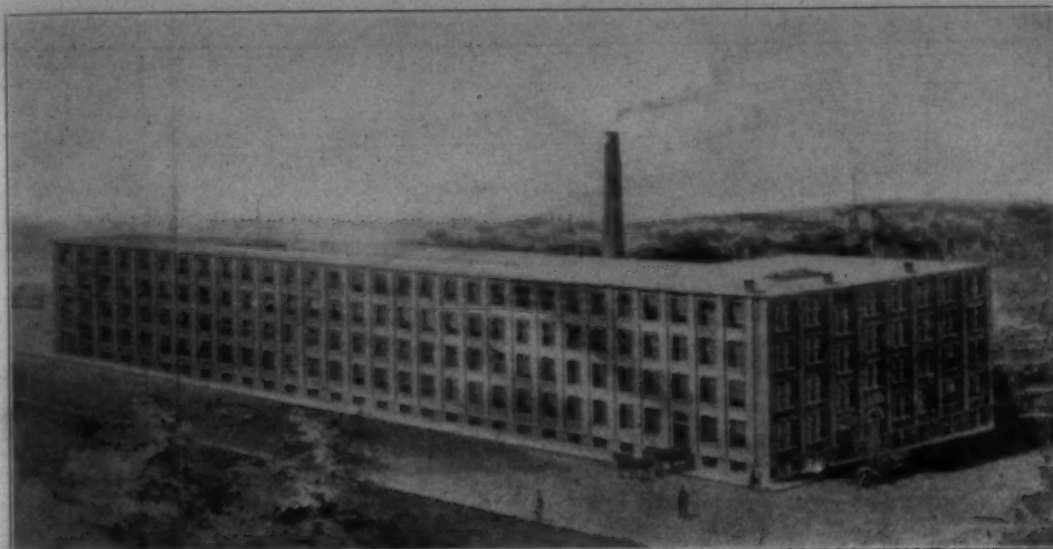
(Continued on Page 39.)



# Howard Brothers Manufacturing Company

*Manufacturers of*

## Card Clothing



Howard Brothers Manufacturing Company products, besides their well known card clothing, consist of napper clothing, stripper, burnisher and emery fillet and wire heddles.

Our card clothing has an extra strong cloth foundation, which is composed of cotton, linen, wool and cotton. The foundation has a linen fabric, also a double and twisted three-ply linen warp in the wool fabric, which enables us to mount all of our cylinder fillets at 400 pounds pressure and doffer fillets at 275 to 300 pounds pressure, which eliminates all future troubles of having to redraw the clothing every few years.

We guarantee our wires to be high grade carbon tempered steel wire, plough ground. The wire and cloth foundation and workmanship are guaranteed to give service and results. Our flats have the Howard Bros. improved patent end clip, and are ground down to one point in evenness and trueness.

A number of very large orders have been placed within the last few years in various parts of the South, and have generally resulted in repeat orders, which fact indicates that the goods manufactured by the Howard Bros. Company are very meritorious.

E. M. Terryberry is the Southern agent with offices in the Healey Building, Atlanta, Ga. Phone Ivy 2571.

Mr. Terryberry's wide practical experience has thoroughly qualified him for demonstrating in the most practical way to the cotton manufacturing industry of the South, the qualities of the goods now being introduced into the mills by this company.

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56 Years In Business!

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We also wish to call your attention to the fact that HOWARD BROS. MFG. CO., can furnish Card Clothing machines, and expert men to mount Card Clothing, also Traverse and Roller Grinders for 40" and 45" Cards. (Done for us at Saco-Lowell Shops, Charlotte, N.C.) Scientific workmanship and prompt service guaranteed.

Will appreciate receiving your order care of the Southern Offices, 1126 Healey Bldg., Atlanta, Ga.



## Clean Even Fires

are necessary if you want to get the most out of the coal you burn. It is an expensive proposition to operate dirty fires or clean them in the old way. In order to get the best results from your fire you must eliminate clinkers and accumulated ashes.

### THOMAS GRATE BARS

will increase the steaming of your boiler. The wiggling-shaking-dumping motion permits you to keep the fire clean at all times. The bars are elliptic in shape, causing the openings between them to vary with the length of the stroke made by the levers. A gentle movement of the levers *wiggles* out the ashes. A longer stroke *shakes* out the slate and clinkers. Finally, a full stroke of the lever *dumps* the remaining ashes. For all sizes and types of boilers and for use either with natural, induced or forced draft.

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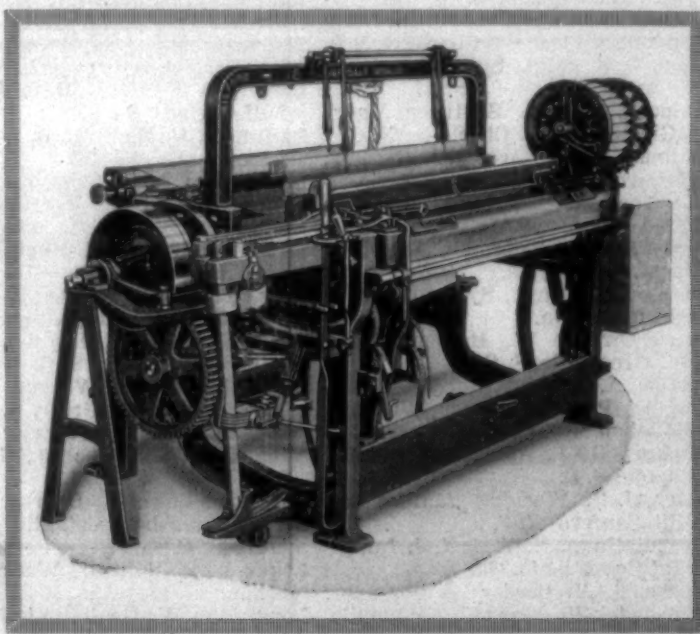
# Among Those Present

There was by no means a complete registration of those who attended the meeting of the Southern Textile Association, but the following are those who registered.

- Adams, John, Overseer of Spinning, Springstein Mills, Chester, S. C.
- Aldrich, A. F., Jr., Sales Engineer, Aldrich Machine Works, Greenwood, S. C.
- Alexander, M. O., Supt., Supt., Woodside Mills, Greenville, S. C.
- Allison, C. W., Mngr., General Equipment Co., Charlotte, N. C.
- Anderson, L. E., Supt., Highland Park Mfg. Co., Charlotte, N. C.
- Arnold, L. L., Editor, Cotton, Atlanta, Ga.
- Ashworth, G. R., V.-Pres., Ashworth Bros., Fall River, Mass.
- Badger, J. N., Supt., Dunegan Mills, Greenville, S. C.
- Bagwell, J. P., Overseer, Dunegan Mills, Greenville, S. C.
- Bahan, Geo. F., Emmons Loom Harness Co., and U. S. Bobbin & Shuttle Co., Salywn Hotel, Charlotte.
- Bahan, Paul J., Bahan Textile Machinery Co., Union, S. C.
- Ballard, T. A., Card Grinder, Osage Mill, Bessemer City, N. C.
- Ballard, W. D., Supt., Pocahontus Cotton Mill, Petersburg, Va.
- Greer, S. C.
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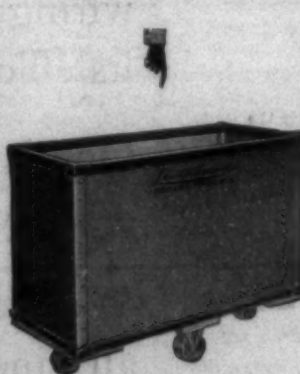
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GASTONIA, N. C.

Oct. 27th, 1919.

Southern Textile Bulletin,  
Charlotte, N. C.

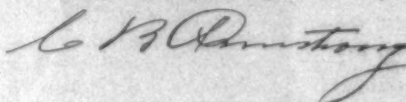
Dear Sirs:

In reply to your inquiry regarding the electrical work done for us by Michael & Bivens, Gastonia, N. C., beg to say that they have installed practically all of our electrical equipment in our several plants for the last four years. Their work has been entirely satisfactory.

I have known these gentlemen for several years, and consider them absolutely trustworthy and reliable, and believe that anyone requiring such work would do well to entrust it to them.

Yours very truly,

CBA:R.



JUST as the nervous system controls the action of mankind, so does the electric wiring in a manufacturing establishment effect its efficiency.

One is as delicate as the other. It pays to employ a specialist in either case.

We are specialist in installing and repairing all kinds of electric equipment.

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# Power Problems

By G. B. Rhea, M. M., Victor-Monaghan Mills, Greenville, S. C.)

In appearing before you in answer to my own questionnaire, I wish to thank you for the loyal support that was given me by the association, and also for the valuable information which I received. I wish also to thank the mechanical engineers whom I consulted—all that I knew in North Carolina, South Carolina, Georgia and Alabama, as well as the one north of the Mason and Dixon line.

My questionnaire was mailed to some of the operators of the largest textile plants in the country covering a territory from East to Northwest, from the majority of whom I received most satisfactory answers.

## Object.

At the May meeting I was appointed chairman of this committee to lead the discussion of "Power Problems." I thought that possibly under this subject a discussion of the relation of modern economy to coal consumption and resources might be interesting as well as helpful.

If I could dig up information which would show the operating engineers the vital importance of making every effort to burn less coal, I would feel that something had been accomplished.

Some of the combustion engineers make statements that 25 per cent of the coal consumed is thrown away. This statement has not been denied—nor taken issue against; therefore, we are forced to accept it as a fact.

In Technical Paper No. 219, prepared by the United States Fuel Administration in collaboration with the Bureau of Mines, you will find the following:

"Twenty-five to fifty million tons of coal can be saved by improved operation of industrial plants without changing their present equipment, and without decreasing their manufacturing output.

"In order to save fuel by burning it correctly it is not enough to merely bring about the proper conditions in the furnaces. These conditions, after they are once started, must be kept going, and we must have some means of knowing positively that they are being kept up."

(Signed) U. S. Fuel Administration.

The questionnaires sent out were mailed to some three hundred operating engineers, and I received only twenty or thirty per cent of answers to the following question: "How much coal do you burn per horsepower? (Base your coal in the 24-hour run, and for the months of June, July and August.)"

Operating engineers for 214,844 spindles claim that it takes 1.90 to 2.00 pounds of coal to the horsepower.

Operating engineers for 485,620 spindles average 2.00 to 2.15 pounds of coal.

Operating engineers for 78,528 spindles average 2.25 to 2.50 pounds of coal.

Operating engineers for 852,400 spindles average 2.50 to 3.00 pounds.

Question No. 9—"What was the

best showing you ever made in any plant within the past ten years?"

In answer to this question operating engineers for 426,360 spindles claim 1.90 pounds of coal per horsepower per hour, while operating engineers for 875,832 spindles claim 2.00 pounds of coal per horsepower per hour.

Question No. 10—"If you ever measured your feed-water what evaporation was it and what temperature?"

Operating engineers for 628,316 spindles claim: "For a temperature of feed-water ranging from 190 to 200 degrees 7½ to 8½ pounds of water to one pound of coal." Engineers for 716,562 spindles claim they evaporate from 9 to 10 pounds of water to one pound of coal.

Question No. 13—"What coal per horsepower would be modern economy?"

Operating engineers for 378,368 spindles say 1.50 pounds.

Operating engineers for 160,370 spindles say 1.72 pounds.

Operating engineers for 582,144 spindles say 2.00 pounds.

Question No. 14—"What evaporation would be modern economy?"

Operating engineers for 31,000 spindles claim 9½ lbs. w. to 1 c.

Operating engineers for 264,460 spindles claim 10½ lbs. w. to 1 c.

Operating engineers for 578,008 spindles claim 11 lbs. w. to 1 c.

Question No. 15—"What steam consumption would modern economy be?"

Operating engineers for 200,000 spindles claim 12 to 13 lbs.

Operating engineers for 338,365 spindles claim 14 lbs.

Operating engineers for 262,240 spindles claim 15 lbs.

Operating engineers for 31,000 spindles claim 18 lbs.

The 15 boiler manufacturers written to say: "With coal that contains 13,500 to 14,000 B. T. U., you should get 9½ to 10 pounds of water evaporated to one pound of coal, and some even better." With a 500 horsepower unit and boiler efficiency of 80 per cent your evaporation should be 11 or 11½ pounds.

With 20 engineers of the largest power concerns in the country the consensus of opinion was that you could get a K. W. hour on 1½ to 1¾ pounds of coal with coal containing 14,000 B. T. U., and in a plant of 1,500 to 2,000 K. W.

I have been told of a test on a 30,000 K. W. unit when operated on 210 gauge pressure 108 degrees super-heat 28.9 vacuum, and carrying a load of 27,000 K. W., the water rate was 11.25 pounds of steam per K. W. with a 77 per cent boiler efficiency, using 13,500 B. T. U. coal, 212 degrees boiler feed evaporating 9.97 pounds of steam per pound of coal. It did give a K. W. hour for less than 1.25 pounds of coal.

I did write a number of mechanical engineers in North Carolina, South Carolina and Georgia, and they seem to be of the opinion that for a plant in a Southern cotton mill with 13,500 or 14,000 B. T. U. coal and of 800 to 1,000 horsepower, you would be able to get a horsepower for 2.00 pounds of coal per hour.

Take your coal for the 10 or 11 hour day and base your coal on 24 hour day, including coal for fire protection and slashing. They say it is often gotten for this.

In positions I have held and run, and in slasher tests which I have looked after, I find it takes ordinarily 1/10 pound of coal per horsepower per hour in a mill running No. 18 to No. 40 on plain work. (This can be varied on location of slasher room, etc.)

In my opinion, based on experience and observation, you should be able to do your slashing and keep your fire protection for two pounds of coal per horsepower per hour, and at this time, with 55 hours per week, 300 days a year, that would be under three tons of coal per horsepower a year. We have nearly 1,000,000 spindles in mills that are doing it.

## Coal, and the Supply.

President Roosevelt in 1906 withdrew from entry sixty-six million acres of supposed coal land, and the United States Geological Survey was requested to classify these lands, and appraise the value so they might be sold at prices that accorded with quantity and quality.

With this point in mind, it was decided by the United States Geological Survey to attempt to estimate the total quantity of coal which would be mined in the United States, looking ahead forty, fifty, or even one hundred years.

Of course it is not contended that any one living today can say positively what will be done one hundred years hence, but an attempt was made to forecast. In doing this, the present mining practice throughout the world was considered, and the assumption regarding maximum depth and minimum thickness and maximum impurity, were based upon present practice. But generally the limits now observed were exceeded because it was almost certain that the future will go far beyond the present operations, for in some places today the methods used are far in advance of those that generally prevailed 20 or even 10 years ago. Two limits were set, one at a depth of 3,000 feet for easily mineable coal, and the other at a depth of 6,000 feet—a depth that represented what is now considered the ultimate limit of coal mining.

When the output of the mines is compared with the original quantity available, it is seen that the great bulk of our coal is not necessarily coming from areas which contain the greatest quantity, but from the areas which contain the best coal.

This discrepancy becomes more startling when the production of the individual States is compared with original resources.

Although the relative size of the coal fields may be a matter of some surprise, the really staggering facts presented in the figures are immense.

If all the unmined coal within 3,000 feet of the surface—three trillion, five hundred and thirty-eight billion, four hundred and fifty-four

million short tons could be placed in one great pile as solid as it now lies on the ground, the pile would be 18 miles long, eighteen miles high and eighteen miles wide.

Summary of all the coal which has been mined in the United States plus fifty per cent waste, a total of fifteen billion, eighty-three million, one hundred thousand short tons were piled in the same way, the pile would be one thousand five hundred and forty feet long, one thousand five hundred and forty feet high, and one thousand five hundred and forty feet wide. In other words, only about four per cent of the original amount has been mined or wasted in mining.

There has been considerable speculation regarding the length of time the coal supply would last, but here again there are so many factors that any estimate partakes of the nature of a guess.

Our coal consumption, or production as it may be called, is increasing speedily and is growing with great rapidity.

In attempting, therefore, to calculate how long the available amount will last it is manifestly incorrect to base the calculation on the present rate of production or consumption at the rate of the last decade, as the rate will continue to increase for a long time.

If we assume that the rate of consumption will remain the same as it was in 1913, then after allowance has been made for unpreventable waste in mining and marketing there will be coal enough to last four thousand years, but of course such an estimate would be absurd, for the rate of 1913 will probably not be held in any single future year.

Again, if coal production or consumption should increase at the same rate as it did in 1884 to 1894, and increase from 788,948,364 to 1,504,141,406—an increase of 90 per cent; in 1904 2,632,797,644—an increase of 75 per cent; and in 1914 4,799,620,431—an increase of 82½ per cent, the supply would not last one thousand years. The true life of our coal fields lies between these two extremes, and the probability is that it is nearer one hundred than four thousand.

Although by every reasonable estimate the ultimate exhaustion of the coal reserves of the United States appears to be an event so far in the future that it need not concern this generation but slightly. The fact must be remembered that the bulk of coal being mined today is the best in the country, and that before long, perhaps within 50 years, much of the high rank coal will be exhausted.

## Spindles, and How Driven.

In North Carolina you have 331 cotton mills containing 4,821,329 spindles; 69,784 looms.

Driven with electric power, 1,625,448.

Driven with steam power, 523,386.

Driven with electric and steam, 1,788,380.

Driven with steam and water, 223,536.

Driven with electric and water, 151,573.



## One Branch of a Giant Industry

**T**EXTILES comprise fabric and color. The fabric is right when the color is right. They stand or fall together. This is why the dyestuff producer must consider his work as a factor in a larger industry.

The textile industry is a great industry. Its annual output is valued at more than one billion dollars. But it is singularly dependent upon the dyestuff producer. Fabric without color is unthinkable.

The National Aniline and Chemical Company, Inc., recognizes this relation to the textile consumer. It is here to serve the textile industry. It is dependent upon that industry for encouragement and for existence. If it does not serve that industry adequately it will have no reason for existence.

The production of dyestuffs is a share in the work of a giant industry.

### National Aniline & Chemical Company

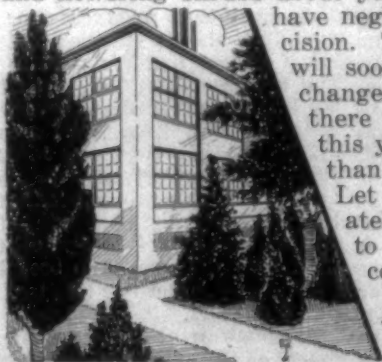
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Main Sales Office: 21 Burling Slip, New York

Southern Office and Warehouse  
236 West First Street, Charlotte, N. C.

## Now Is The Time!

You have probably been considering the use of shade trees and flowering shrubs about your mill for some time, but have neglected to act upon your decision. The time to act is now! It will soon be too late to make these changes until another season, but there is still time—and planting this year means stronger growth than if you delay until spring. Let us hear from you immediately, and we will still be able to complete the planting you contemplate this fall.



J. Van Lindley Nursery Co.,  
Pomona, N. C.

Driven with water, 162,836.

In South Carolina you have 162 cotton mills containing 4,930,930 spindles; 114,748 looms.

Driven with steam power, 1,292,300.

Driven with electric power, 1,242,010.

Driven with steam and electric, 1,386,148.

Driven with steam and water, 290,764.

Driven with electric and water, 329,428.

Driven with water, 97,812.

Driven with steam, water and electric, 322,468.

In Georgia you have 140 mills which together contain 2,533,839 spindles and 47,422 looms.

856,395 are steam driven.

535,160 are electric driven.

106,844 are driven by electricity and water.

105,028 are water driven.

606,124 are steam and electric driven.

60,760 are steam, water and electric driven.

In Alabama you have 66 cotton mills which together contain 1,203,176 spindles and 21,331 looms:

573,416 spindles steam driven.

260,958 spindles electric driven.

234,970 spindles electric and steam driven.

51,220 spindles water and steam.

13,000 spindles water driven.

69,612 spindles water, steam and electric driven.

In the States of North Carolina, South Carolina, Georgia and Alabama you have 13,489,274 spindles and 253,285 looms. The approximate horsepower used in driving this number of spindles would be 504,148 horsepower. To give you a maximum horsepower for the 13,489,274 spindles—it would be 546,160 horsepower.

For the sake of argument we will say it was done by steam at the rate of 2.00 pounds of coal per horsepower per hour. It would, in round numbers, take 2½ million tons, allowing 50 per cent for heat.

One of the greatest things that has happened to our country in the last decade is the development of her water power now in process, which has been referred to as the Great White Coal. It will compare with the railroad, telephone, or any other scheme that has come to us. The high steel towers and long transmission lines stand out as a monument signaling industry.

In the State of Georgia with its

wonderful water power, Tallulah and other like developments, with her 2,100,000 horsepower and only 11 per cent developed. Georgia alone with her water power developed would be able to drive four times the number of cotton mills that are in the four States named elsewhere in this paper. The power selling concerns will be able to take care of 50 million K. W. hours annually for the next three years.

Alabama with her extensive water power; you are able to buy a block of power in some of the Alabama cities of 10,000 horsepower, and some of the companies alone have 50,000 horsepower for sale.

North Carolina and South Carolina both have abundant water power, but not so much as some States. Possibly in the next three years her development could be organized to several hundred thousand. Although a large amount of power can be bought on a competitive price with steam in most of the larger cities and towns.

"There has been an almost inexplicable indifference on the part of our national government in promoting by suitable legislation the development and utilization of the water powers of the country; in some instances an absolute and apparently inherent hostility, totally unwarranted, has been evident in dealing with this subject, which under intelligent treatment is so fraught with good to all the people. Particularly in this case with reference to the Piedmont section, where there is a wealth and extent of wasting water power unequalled, perhaps, in any other part of the country.

Indeed the development and utilization of the water powers touch with paramount interest all lines of business; it is particularly and peculiarly to the interest of the agricultural States blessed with water powers capable of economic development that certain intelligent, persistent and immediate steps be taken to secure capital and bring about such development.

It is almost universally true that a country which produces raw material and sells it as a raw material is a poor country, and its people a poor people financially. There is a logical and basic reason for this in the fact that many of the producers of raw material are the unskilled laborers who use and sell the product of their muscle and physical strength, whereas the producer of

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127 Central Avenue, Atlanta, Ga.



the highly finished product resulting from an intelligent manipulation of the raw material into finished goods has both physical strength and highly developed skill for sale and as is well known, receives a better price for his effort, spends more for comforts, and hence puts in circulation more money relatively than the unskilled workers, thus stimulating the commercial activities of the whole country.

There is enough water power undeveloped in North Carolina, South Carolina, Georgia and Alabama to drive every spindle, every loom, and all the preparatory machinery used in the cotton mills of the United States. Taking the United States Fuel Administration figures, there is enough coal wasted in the United States in one year to drive her cotton mills' machinery four years.

One of the great and glaring faults of most agricultural countries is they neglect manufacturing, forgetting that agriculture and manufacturing are handmaidens and that one is the complement of the other."

#### Profitable Trade in Cotton Cloths.

Cloth markets advanced in price an average of 10 per cent on many staple gray cloths during the past month as compared with an advance of 35 per cent in similar cloths during the month of May. Prices on many unfinished cottons are now approximately at the high level of value that prevailed when the Government stepped in last year and adopted a price fixing plan. Several cloths, especially those going to the tailoring trades and to some of the fine dress goods trades, are much higher than they were at any period during the war.

The price advances on finished cloths have seemed spectacular, as many of them have been announced after old prices had been held nominally for weeks after the real values of the cloths were much higher than when they were last priced. An advance of 10c a yard in standard staple tickings to a basis of 45c a yard for a cloth that sold in wartime at that price, and before the war at about 12½c to 13½c. The new price is on a basis of 90c a pound for a cloth that is indigo dyed in part and composed of bleached yarns for the rest. Print cloths have been selling from 90c a pound to \$1 a pound, and 3-yard brown sheetings have been sold at 75c a pound.

The price condition is referred to because it shows the tight condition of the market about as well as anything else can. The fall jobbing trade. The business being done in many of the manufacturing trades continues very large. Overall manufacturers, window shade manufacturers, shoe manufacturers, and other large users of cotton goods outside the regular retail and wholesale channels of trade, are consuming large quantities of goods and they say they will be kept busy at least to the end of the year. There are some manufacturers using cotton goods as their raw material who have contracted for gray cotton goods from the mills to be delivered to them fully nine months ahead.

The recent figures of cotton consumption in the mills in this country

were gathered at a time when a gloomy cast would be thrown on the results, as indicating the actual condition of production at the time the figures were made public. From reports that have come to hand here within a week, and which are generally quite as reliable as any collected in other ways, the inference may safely be drawn that production in the cotton mills of the country is beginning to show a steady gain.

This gain may not appear in the form of a material increase in the cotton consumption. The mills are steadily getting back to the finer yarns and lighter weight sheer goods that are so popular in this country. The huge consumption of cotton in the country's mills a couple of years ago which resulted from the pressure to secure cotton duck, heavy twills and other heavy cotton goods for war service and for wartime economy to replace wool goods, jute goods, linens and other things, will not be duplicated in this country in peace times for a great many years. Some mill engineers have said that 3,000,000 spindles added to the equipment would be necessary to guarantee a domestic cotton consumption of 7,000,000 bales annually as a steady thing.

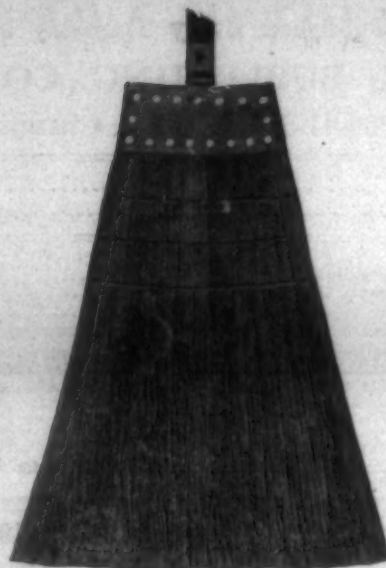
The world's cotton cloth markets have begun to open up more freely than for several years. The Manchester sales from week to week are large and the shipments show a gain in yardage. In May Manchester shipped 303,583,400 yards of cotton goods to foreign markets. In the same month this country exported about 14,000,000 yards, or 4,000,000 yards less than in the corresponding May of a year ago. Manchester's gain in May compared with a year ago was greater than the total of the May shipments from this country this year, or about 45,000,000 yards.

Manchester in this instance typifies the English trade. Belgium is beginning to start mills again. France is also making more headway. It will not be a great while before German, Austrian and other mills will be producing goods again.

The reports that reach here concerning export opportunities for trading in cotton goods are no less numerous than they have been at any time since the armistice and quite as optimistic on the whole. The foreigner is quite as willing to pay on a rising market as the home trader. He has been taking better merchandise from this market every year and it is certain that a substantial part of the wartime gain in cotton goods trading will be retained. To count upon its expansion in the present state of high profits at home is to disregard previous experience of export merchants with American cotton manufacturers.

From this it is inferred that the demand for cotton for foreign consumption will be large because in the last analysis cloth traders here say foreign cloth needs will be most largely supplied from foreign mills. Meanwhile, the trade at home was never more profitable. The price of the staple does not worry the mill man nor the merchant. What they are most interested in is to get a good staple and get it plentiful for home use.—Journal of Commerce.

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CHARLOTTE, N. C.

# SOUTHERN TEXTILE BULLETIN

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**THURSDAY, OCTOBER 30, 1919**

## Industrial Democracy.

We have given some study to the plan of Industrial Democracy and listened intently, last Saturday, to the very able address of H. R. Fitzgerald but we are not yet willing to express a definite opinion upon the subject.

The plan of Industrial Democracy is being tried at the Riverside & Dan River Cotton Mills and at the Durham Hosiery Mills, Durham, N. C., and so far has worked very well.

We hope that it will continue to work well, but do not consider that it has as yet had as full and severe test as may come in the future.

Under the plan of Industrial Democracy a bill proposed by the House of Representatives, composed of the operatives, may be turned down by the Senate, which is com-

posed of the overseers, or the Cabinet, which is composed of the mill officials.

In Washington the House frequently "boils over" when the Senate turns down a pet measure, but they have no redress.

We are wondering what will happen when the mill Senate and Cabinet turn down a number of pet measures of the mill House of Representatives.

We hope the Industrial Democracy plan will prove a success, but until it is thoroughly tried and proven we prefer watchful waiting.

## The Charlotte Meeting.

The meetings of the Southern Textile Association in Charlotte last Friday and Saturday have been generally admitted as the greatest and

best in the history of the association.

There were record breaking crowds at every meeting, the papers and addresses were unusually good and the entertainment features seemed to have been very pleasing to the crowd.

The first meeting was called to order by David Clark, chairman of the Charlotte committee at 10 o'clock Friday morning in the assembly room of the Selwyn Hotel.

John Fox, president of the Rotary Club and Paul F. Haddock, president of the Kiwanis Club, delivered short addresses of welcome to which A. B. Carter of Greenville, S. C., made response.

President F. Gordon Cobb, of Lancaster, S. C., was introduced and took charge of the meeting.

After a few remarks relative to purposes of the Association and the plan of producing practical results through questionnaires, President Cobb introduced J. D. Woodside, of Greenville, S. C., who made a very able address upon "South American Opportunities." Mr. Woodside had recently spent considerable time studying conditions in South America and was able to furnish valuable information.

Marshall Dilling, Ranlo, N. C., chairman of the Carding Section, read the results of the questionnaires on carding and made very interesting observations upon the answers received. J. B. Harris, Greenwood, S. C., chairman of the Spinning Section, read an equally interesting paper based upon the spinning questionnaires.

On account of the lateness of the hour the other papers were postponed until Saturday morning.

The members then left in automobiles for a trip around Charlotte, which ended at the Country Club.

## At the Country Club.

Upon the arrival at the Country Club a group picture was taken and then a buffet lunch was served in the ball room of the club while a colored band furnished the music and colored singers entertained the crowd.

After the lunch the fun began when the entertainment committee produced a number of handsome prizes which included not only golf tournament prizes but those for races, etc.

The first race was for 125 yards and for men under 35 years of age. While the crowd cheered and called to their favorites in a large field of runners, R. E. Person, Southern agent of H. A. Melz & Co., crossed the rope a few feet ahead of Hex Perry, of the Detroit Graphite Co., and they were awarded first and second prizes.

The next race was a lively one of 75 yards for men over 35 years of age. S. A. Summey, superintendent of the Alexander Manufacturing Company, Forest City, N. C., outran all his competitors but was not far ahead of R. H. Williams, superintendent of the Lydia Mills, Clinton, S. C., who won second prize.

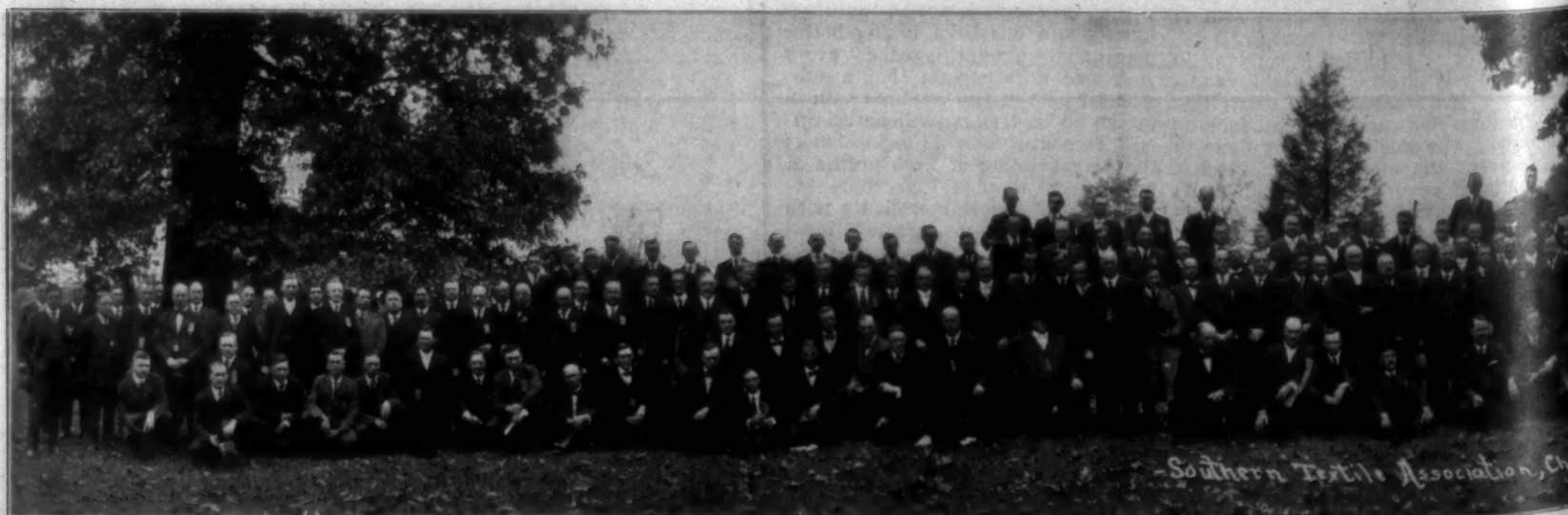
The fat men's race of 40 yards was the real event of the races and was run amidst an uproar of shouts and suggestions.

According to the judges Matt Ousley, of the National Gum & Mica Co., nosed out ahead of E. M. Terryberry of the Howard Bros. Manufacturing Company, but Terryberry was going so strong that he fell down and rolled over six times after crossing the finish line.

There was considerable difference of opinion relative to who was entitled to the first prize and there were some who averred that Matt Ousley won by sticking out his tongue in

(Continued on page 31.)

## Members of Southern Textile Association attend



Southern Textile Association, Charlotte, N. C.



## Personal News

S. G. Dover has accepted position as superintendent of Eureka Mills, Chester, S. C.

G. C. Rambow is now second hand in spinning room at Marlboro Cotton Mill, No. 5, Bennettsville, S. C.

C. A. Sims promoted from loom fixer to succeed Mr. Dale as second hand in weave room at Winnsboro, S. C.

R. L. Dale has been promoted from second hand to overseer of weaving at Winnsboro, S. C., to succeed G. B. McCombs.

E. E. Lovern, overseer carding, McIntosh Mills, Newnan, Ga., has taken charge of twisting, winding and finishing also.

E. C. Winston, from Durham, N. C., has accepted position as overseer of spinning at Roanoke Mills No. 1, Roanoke Rapids, N. C.

J. H. Hull, who has been overseer of weaving in Republic Mill No. 2 at Great Falls, is now overseer in the Eureka Mill at Chester, S. C.

J. A. Hemrick, who has been with the McIntosh Mills, Newnan, Ga., for several years, has been promoted to the position of master mechanic.

J. A. Thompson, overseer carding and spinning, Crawford Cotton Mills, has accepted the position as overseer spinning, night and day. He previously held the same position before going to Crawford, Ga.

T. Y. Lovern has resigned as master mechanic at McIntosh Mills, Newnan, Ga., and accepted position with the Columbus Power Co., at Columbus, Ga.

T. R. Ellis has resigned as overseer of twisting, winding and finishing, McIntosh Mills, Newnan, Ga., and accepted position as second hand in spinning, at night, with the mill at Hogansville, Ga.

S. M. Crolley has changed from second hand in finishing at Marlboro Cotton Mills No. 5, Bennettsville, S. C., to second hand in spinning at the Hartsville Cotton Mills, Hartsville, S. C.

### Governor's Son Works in Mill.

William Bickett, son of Governor Thomas W. Bickett, of North Carolina, has entered the employ of the Erwin Mills, West Durham, N. C., where he has a job as an operative in the card room. He expects to remain permanently in the textile industry.

### Syndicate Buys Control of Lynchburg Mills.

The board of directors of the Lynchburg Cotton Mill, Lynchburg, Va., have accepted the offer of a syndicate to purchase control of the company at \$290 a share and adopted resolutions recommending to stockholders they so dispose of their holdings. The concern is capitalized at \$600,000, par value \$100. Although the identity of the prospective purchasers was not disclosed they were represented at the meeting by J. S. Norwood, president of the People's National Bank of Salisbury, N. C.; J. W. Cannon, of the Cannon Mills, Concord, N. C., and E. C. Gregory, of Salisbury, a law partner of Senator Overman of North Carolina.

### Highland Park Mfg. Co. No. 1.

#### Charlotte, N. C.

J. E. Williamson....Superintendent  
J. B. Keeter.....Carder  
A. A. Short.....Spinner  
J. T. Fry.....Beaming, Quilling  
Slashing and Weaving  
W. C. Parrott....Master Mechanic  
G. L. Ward.....Dyer

Maybe the soldier who conscientiously fired a shot at the kaiser doesn't need any medals.

## Automatic Temperature Regulation Is Not An Experiment

The hit-or-miss method of turning off or on heat by guess—by feel—is rapidly giving way to equipment regulated scientifically.

Sylphon Regitherms control Temperature of dry rooms of all description, stores, warehouses, etc.

### PREVENT FREEZING OF PIPES

in your warehouse by installing Sylphon Regitherm with the temperature range so adusted that it will maintain a temperature slightly above the freezing point.

Manufactured by

### THE FULTON COMPANY

Temperature Control Engineers and Manufacturers

KNOXVILLE

TENNESSEE

"Put Your Temperature Control Problems Up To Us"

WRITE FOR BULLETIN

### Marsh Cotton Mills, Inc.

#### Salisbury, N. C.

Daniel Schofield....Superintendent  
L. L. Loflin.....Carder  
Frank Vanhoy.....Spinner  
C. E. Gaithe.....Weaver

An equal suffrage bill has been introduced in the Queensland state assembly, where it is said it will become finally a law.

The Huns learned the American sign-language. When they saw the Yanks coming over the top they knew it meant "Beat it."

WHEN PLANNING DRIVES  
Before Buying Pulleys and Belting  
Ascertain HOW "MORSE" Drives will  
SAVE, CONSERVE POWER AND  
INCREASE PRODUCTION  
Consult Our Engineering Service,  
Assistance Free.  
MORSE CHAIN CO., ITHACA, N. Y.

### Community Worker.

Large cotton mill would like to get in touch with young lady capable of doing community work. Prefer some one who has had previous experience. Address C. W. J., care Textile Bulletin.

tend twenty-second Semi-annual Convention at Charlotte





# MILL NEWS ITEMS OF INTEREST

**Decatur, Ala.**—The Decatur Hosiery Mills will add 21 knitting machines.

**Salem, Ala.**—Rabell Manufacturing Company will install 2,000 new spindles.

**Rossville, Ga.**—The Richmond Hosiery Mills have increased their capital stock from \$450,000 to \$1,000,000.

**Roaring River, N. C.**—The Roaring River Yarn Mill recently organized, will begin operation about December 1st.

Clifton Corley has resigned as manager of the Necronsett Mills, Fayetteville, N. C., to become president of the Vardry Mills, Greenville, in which he has purchased the controlling interest.

**Charlottesville, Va.**—The Charlottesville Silk Mills have been acquired by the Dery Co., operators of twenty-two mills. It is understood that the local plant will be considerably enlarged.

**LaFayette, Ala.**—Construction is to begin at once on the new plant of the Lafayette Cotton Mills and it is hoped to be producing knitting yarns by spring. James A. Hines is president and J. C. Griffin treasurer.

**Chattanooga, Tenn.**—The Crystal Mercerizing Co., recently organized, is to build a plant in this city in which hosiery yarns will be mercerized. The company was recently formed with a capital of \$500,000.

**Mt. Holly, N. C.**—The Globe Yarn Mills, noted last week as being incorporated with a capital stock of \$400,000, have elected the following officers: R. F. Craig, president; J. W. Holland, secretary and treasurer. The directors are J. M. Springs, A. M. Stroup, R. G. Rhyne, S. M. Robinson, R. F. Craig. The company will erect a 5,000 spindle mill to makes 30s to 40s combed yarns.

## Three Night Schools Soon at the Mills.

Three night schools will soon be running in mill villages around Greenville. Monaghan started its night school last week, and the American Spinning Company and Duncan plan to start schools this week. The night schools are under the supervision of the county superintendent of education.

## Mill Store Man Shoots Self.

John S. Goldsmith, manager of the F. W. Poe Manufacturing Company's store at Greenville, S. C., died from self-inflicted wounds Monday about 1 o'clock, at his home near Poe Mill. Two of his friends were in the building at the time.

Mr. Goldsmith had been in the

store during the morning, and upon going to his home nearby, about 1 o'clock, requested Mr. Ramsey, bookkeeper at the store to accompany him. After reaching the house, Mr. Goldsmith asked that M. J. Whorley, another employee of the store, be telephoned for, and this was done. When Mr. Whorley entered the door, Mr. Goldsmith called down from the upper floor that he

would be down in a moment. Shortly after the two men heard a shot and upon going upstairs, found Mr. Goldsmith dead. A pistol was the weapon used.

Mr. Goldsmith had been in bad health for a number of months and suffered from despondency. For the last fifteen years he had been manager of the F. W. Poe Manufacturing Company's store.

## New Company Takes Over Vardry Mills.

The Vardry Cotton Mills, of Greenville, have been taken over by the Vardry Mills, Inc., the new company having been incorporated last week, as noted. The Vardry Cotton Mills will retain their quick assets and eventually liquidate the affairs of the company. The new company is headed by Clifton Corley, who for some years has been manager of the Necronsett Mills, Cumberland, N. C. Mr. Corley will be president, other officers being L. Gentry, of Fayetteville, N. C., and W. E. Dupree, of Atlanta. The price paid for the land, machinery and buildings was \$115,000.

## Contract Let for Big Mill Addition.

A contract was awarded Saturday by the Columbus Manufacturing Co., Columbus, Ga., for an annex to the mills and a number of houses for workers, which may together with the new machinery required, represent an investment of a half million dollars.

T. C. Thompson and Brothers of Charlotte were the successful bidders. It is stated that the annex will be a weave shed large enough to accommodate 1,000 looms.

President F. B. Gordon of the company stated that the weave shed would house 1,000 looms. The exact number of mill houses to be built could not be learned, but present plans are for the erection of between 50 to 100 modern mill homes, the exact number to be determined later. The contract probably being awarded for the price to be determined on the base of one house, leaving the mill people at liberty to decide definitely on the exact number. It is certain, however, that the number will not be below 50.

While the weave shed is to be a one story structure it will be of considerable dimensions. In that the most substantial material is used in the erection of weave sheds and with such material at a high figure, another large sum is added to the outlay.

## Europe's Greatest Need Is Raw Cotton.

Atlantic City.—Europe needs cotton!

That is the message textile men from England, Belgium, France and Italy, attending the International Trade Conference in this city, have transmitted to the textile committee of the conference.

Following conferences with the visitors, John R. Munn, chairman of the textile committee, issued a statement in which he declared that the European textile representatives here felt America can aid them best by furnishing raw cotton. Mr. Munn stated further that his committee had made recommendations to the committee on finances for remedying the depreciated state of exchange.



COURTEOUS, careful attention to your every desire; prompt and accurate delivery of the goods you order; a guarantee on these goods after they are in service, and an interest that follows them throughout the years—this is what we call service, and what we give with our goods.

## Charlotte Leather Belting Company

Charlotte, North Carolina

# 8%

## and SAFETY

## Globe Manufacturing Company

GAFFNEY, S. C.

### 7% Cumulative Preferred Stock

Selling at 95 and redeemable at any time within ten years at 105, this stock shows a yield of 8% and better.

Not more than 7% can be paid on Common stock until Preferred has been redeemed.

Present earnings indicate dividend requirements earned five times over.

Subject to prior sale and change in price, we offer this stock at

95 and accrued dividends

BOND DEPARTMENT  
**American Trust Co.**  
CHARLOTTE, N. C.



Simultaneous with Mr. Munn's statement came a report that Eugene Schneider, head of the French Mission, had declared that the textile industry in France will not return to a pre-war basis before 1924, and until that time she must import most of her textile requirements. During the interim," according to the statement attributed to Mr. Schneider, "reconstruction will proceed at a speed commensurate with France's ability to obtain machinery and raw material."

The statement of the textile committee, headed by Mr. Munn follows:

The textile committee of the International Trade Conference has had the privilege of discussing in an informal, frank and intimate manner with the representatives of France, Great Britain, Italy, Belgium and Portugal the problems of the re-establishment of the textile industry in order that the world-wide shortage of clothing may be remedied in the shortest possible time.

"In general, the European nations have been the manufacturers of textiles for export, while until recently America has absorbed the entire production of the American textile mills.

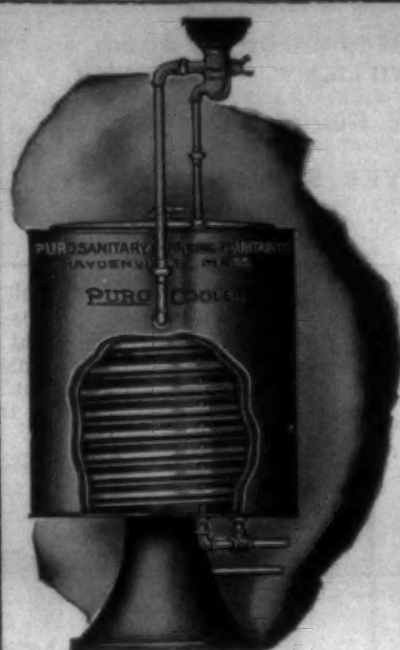
"It has been the desire of your committee to ascertain from these distinguished gentlemen from overseas who have so ably advised us in regard to the textile situation in the crown countries.

"First. What they relied on America to supply in the form of:

- (a) Raw material.
- (b) Semi-manufactured products.
- (c) Manufactured merchandise.

"Second. What the real situation is in the textile industry within their own country.

"Third. What exportable surplus they are now able to provide after



Southern Agent  
E. S. PLAYER, Greenville, S. C.

The late ex-President  
Roosevelts' motto was  
**Be Prepared!**

Anticipate your warm weather requirements and order

**Puro Coolers**

**NOW**

**DON'T DELAY.**

40 Feet Coil Pipe—

Cover with locking device and rubber washer, making an air tight Tank—equipped with Puro Sanitary Drinking Fountain

**Puro Sanitary Drinking Fountain Co.**

Haydenville, Mass.

**THE AMERICAN AUDIT COMPANY, New York City**

F. W. LAFRENTZ, C. P. A., PRESIDENT

Our Reports of Audit and our Certificates of Condition and operations, are known and have weight in the financial centers of the world.

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ATLANTA, GA.

C. B. BIDWELL, C. P. A., RESIDENT VICE PRESIDENT



**THE  
"NO-WASTE"  
ROVING CAN**

Made of Seamless Hard Fibre

**Prevents Your Waste and Broken Ends**

The "NO-WASTE" Seamless Roving cans have a reputation for quality and smoothness wherever roving cans are used. Practical experience has taught mill men in all sections of the country that ultimate economy can be achieved only with an equipment of "NO-WASTE" Seamless cans.

**STANDARD FIBRE CO.**

25 Miller Street

Somerville, Mass.

**Screw Machine Products**

for Textile Mills and allied Industries. We make Special Shaped turnings in steel or brass.

Send samples or Blue Prints for quotations. Please state quantities ordered.

**SHAMBOW SHUTTLE CO.**

Woonsocket, Rhode Island

caring for their own domestic consumptive requirements.

"Fourth. What suggestions or recommendations they would offer looking to the financing of textile products which would be secured in the United States.

"A general summary gathered by your committee in our conferences indicated that practically the only textile product required from the United States would be raw cotton.

"That by and large the textile manufacturing plants of these countries had recovered their equilibrium at a prodigious rate, and that already home requirements could be met and a considerable exportable surplus produced, and that early in the year 1920 normal pre-war operation would be established, subject to:

(a) The securing of necessary raw material.

(b) The taking into account of the reduction in working hours to a 48-hour week, as against the 54 to 63-hour week, the pre-war period.

"That by and large the mills and merchants were amply able to finance their importation of raw cotton, even at the depreciated exchange, inasmuch as the world demand for textiles is great enough to immediately absorb the entire products of the mills, even at the enhanced prices of raw materials due to the high cost to them of the American dollar.

"Your committee has drawn up recommendations for the finance committee based on the belief that depreciated exchange is a severe hardship to the importing country when the product is to be consumed in the country, and conversely, it is as much of a handicap to American export trade when it comes into competition in the world's importing (Continued on Next Page.)

DAVID BROWN CO.  
Successors to  
WELD BOBBIN AND SPOOL COMPANY  
LAWRENCE, MASS., U.S.A.  
MANUFACTURERS OF HIGH GRADE  
Bobbins, Spools, & Shuttles  
For Cotton, Woolen, Silk, Knitting  
and Carpet Mills  
We make a specialty of  
Hand Threading and Woolen  
Shuttles, Enameled Bobbins  
and all kinds of Bobbins and  
Spools with Brass or Tin  
Re-inforcements.  
Write for quotations.

**THE CHOICE OF A HUMIDIFYING SYSTEM**

must be one that for simplicity with great capacity and economy in maintenance produces uniformly such conditions that may be determined for the different requirements of the work. In the American Moistening Company's method of humidifying, all such requirements are GUARANTEED.

Our COMINS SECTIONAL HUMIDIFIERS  
Our FAN TYPE and HIGH DUTY HUMIDIFIERS  
Our VENTILATING Type of Humidifier (Taking fresh air into the room from outside)  
Our ATOMIZERS or COMPRESSED AIR SYSTEM  
Our COMPRESSED AIR CLEANING SYSTEM

Our CONDITIONING ROOM EQUIPMENT  
Our AUTOMATIC HUMIDITY CONTROL (Can be applied to systems already installed)  
Our AUTOMATIC TEMPERATURE CONTROL  
Are all STANDARDS of MODERN TEXTILE MILL EQUIPMENTS

**AMERICAN MOISTENING COMPANY**

BOSTON, MASS.

FRANK E. COMINS, Vice-Pres. & Treas.

WILLIAM FIRTH, President

SOUTHERN OFFICE, Empire Building, ATLANTA, GEORGIA



Morehead Back-to-Boiler System.

Gardner Governor Company Pumps and  
Air Compressors.

Canton Rocking and Dumping Grates.

Bayer Steam Soot Blowers.

**E. S. PLAYER, Manufacturers Agent**  
GREENVILLE, S. C.

**W. B. McBURNEY, Efficiency Engineer**

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*Inquiries will receive our best attention*

Puro Sanitary Drinking Fountains and  
Coolers.

Stanley Belting Corporation Imported  
woven cotton belts.

B. Messina's Sons—Burlap.

Plastic Metallic Packing.

Stuebing Lift Trucks.

markets, with products which can be sold in currency which does not cost the buyer as high a price as the American dollar."

Mr. Munn took occasion of expressing in behalf of the textile industry of the United States appreciation of the caliber of the gentlemen with whom it has been conferring, and to further express the appreciation of the co-operative, helpful spirit which has been so manifest in all deliberations.

The report on the French textile situation, attributed to Mr. Schneider, sums up conditions there briefly, concisely and with authority. It follows:

"Assuming that raw materials, labor and other contributing elements

can be worked together at the anticipated degree of efficiency, the textile industry of France will be on a pre-war working basis by 1924. This applies equally to the cotton and woolen industries. The silk industry is already nearly back to a normal basis, the principal loss of activity being in the natural depreciation of machinery during the years the country was at war. This machinery will be replaced, however, as rapidly as it can be obtained.

"Until 1924 France will have to import largely of her textile requirements. During the interim reconstruction will proceed at a speed commensurate with France's ability to obtain machinery and raw material. From 1924 it is expected that she will revert to her pre-war status of an exporting nation, so far as her textiles are concerned. France is gradually restoring her woolen producing machinery, and is starting to resume the manufacture of the highest grade wools. She will maintain her previous position in this regard, and will not attempt to produce popular-price wools. Considerable of the machinery that was taken by the German in the Lisle district is being recovered, especially that portion of it that contained marks of identity.

Difficulty is being experienced in recovering machinery that was not marked.

"That section of the country that formerly produced cotton goods is

pressed to some extent for labor. While skilled labor is not difficult to obtain, unskilled labor is at a premium, and efforts may be made to immigrate from Poland a sufficient number of workers to fill the required needs.

"Manufacturers are assured of every support from the Government and the banks. Manufacturers will have no difficulty in obtaining whatever credit is necessary to restore their industries to an operating basis."

**GREB AUTOMATIC  
GRIP PULLER**

**Gear Pulling Made Easy**

Says the Master Mechanic. The Greb Automatic Grip Puller is a One-Man Puller—Quick Acting, strong and simple in the extreme. May be locked in any desired position. Every cotton mill needs it. **Ten Days' Trial.** If your jobber does not have them we will send you one. Try it ten days. If not satisfactory return to us and we will refund your money. We also make the Greb Rim Tool. Ask Your Jobber.

THE GREB CO., 236 State St., BOSTON

**THE DOUBLE, BURNISHED OR DIAMOND FINISHED  
RIBBED RING**  
MADE BY THE WHITINSVILLE SPINNING RING CO., MASS.  
**THE BEST THAT EXPERIENCE CAN PRODUCE, THAT MONEY CAN BUY**

**Linker Troubles,  
Electrical Stop Motion Troubles  
All Kinds of Warper Troubles**

Taken care of by Experts

**Cocker Machine and Foundry Company**  
Gastonia, N. C.

Builders of Warpers, Linkers, Ballers, Reels, Etc.

**St. Onge Adjustable Grid Bar**

It moves 25% more dirt without loss of stock  
Plain bars or pin bars furnished

**BROWN-ST. ONGE COMPANY**

Providence, R. I.

A. ST. ONGE, President

Charlotte, N. C.

**VOGEL**  
**PATENTED**

**Frost Proof Closets**


Over 300,000 giving satisfaction. Save Water; Require No Pit; Simple in the extreme. The most durable water closet made. In service winter and summer.

Enameled roll flushing rim bowls.

Heavy brass valves.  
Strong hard wood seat.  
Heavy riveted tank.  
Malleable seat castings will not break.

Sold by Jobbers Everywhere.

**Joseph A. Vogel Co.**  
WILMINGTON, DELAWARE



**Emmons Loom Harness Company**

The Largest Manufacturers of Loom Harness and Reeds in America

**Loom Harness and Reeds**

Slasher and Striking Combs Warps and Leice Reeds,  
Beamer and Dresser Hecks, Mending Eyes, Jacquard  
Heddles

**LAWRENCE, MASS.**

**OUR SPINNING RINGS—SINGLE OR  
DOUBLE FLANGE**

Start Easiest, Run Smoothest, Wear Longest!

**PAWTUCKET SPINNING RING CO.**

CENTRAL FALLS, R. I.



**TALLOW—OILS—GUMS—COMPOUNDS****TEXTOL, A new product especially for Print Cloths. A complete warp size, requires no addition of tallow**

TRADE MARK

Tallow, Soluble Grease, Soluble Oils, Gums, Glues, Gum Arabol, Lancashire Size, Waxes, Finishing Pastes, Soaps, Glycerine, Ready-made eavy Size, Sago and Tapioca Flours, Dextrines, China Clay, Soluble Blue Bone Grease, Bleachers' Blue.

**SPECIAL COMPOUNDS FOR WARPS, WHERE STOP MOTIONS ARE USED.**

**WEIGHTING COMPOUNDS FOR COLORED AND WHITE WARPS.**

**FINISHING COMPOUNDS FOR ALL CLASSES OF FABRICS.**

The Arabol best grades of cotton warp sizing compounds make the "finest weaving and will hold the fly."

These compounds are based on the best practical experience and the best materials used in their manufacture.

**The Arabol Manufacturing Co.**

Offices: 100 William Street, New York.

Southern Agent: Cameron MacRae, Concord, N. C.

R. P. GIBSON, South Carolina Agent, Greenville, S. C.

**ALSO HOSIERY FINISHING AND BLEACHINGS**

Factories: Brooklyn, N. Y.

GUY L. MELCHOR, Ga., Ala. and Tenn. Agent, Atlanta, Ga.

**The Charlotte Meeting**

(Continued from page 26.)

order to reach the finish line first. Anyhow it was some race.

The races closed by the ladies' race being run by three small girls.

The real fun of the afternoon centered around the contest in knocking a golf ball the longest distance. The contest was only for those who had never played golf. Every man present was allowed one and only one lick and the superintendents and overseers discovered that there was a knack in hitting a golf ball just as there is in putting up an end on a spinning frame.

There was laughter from the time the first man tried until the last had made his effort. Some missed the ball entirely while others drove it into the ground. When S. B. Rhea swung at the ball with his three hundred pounds of weight he missed it by several inches and caused such a breeze that we thought a storm was coming up.

Early in the game E. A. Franks hit a good one and looked like a winner until Will B. Williams, overseer of weaving at the American Spinning Company, landed squarely upon the ball and drove it far down the course and thereby won a handsome gold covered fountain pen, which was the prize.

Everybody was sure that they could knock the cover off the little golf ball if only allowed a second chance and if there is to be such a contest at the Spartanburg meeting, it is a safe bet that a lot of superintendents and overseers will be buy-

ing golf sticks and balls and begin practicing out behind the mill.

If laughing makes a man grow fat there was a lot of extra weight transported back to Charlotte when the automobiles left after the golf contest.

**Friday Night.**

Friday night at 8 o'clock at the Charlotte Auditorium the Saco-Lowell Shops showed a moving picture of cotton manufacturing and textile machinery manufacturing which proved to be very interesting. After the moving picture President Cobb, Vice President H. H. Boyd and former Presidents M. G. Stone, Chas. F. McCall and A. M. Dixon were seated upon the stage.

Lieut.-Governor O. Max Gardner and Hon Cameron Morrison candidates for Governor of North Carolina and one of whom will be the next Governor, were seated upon the right and left of the stage and as they were introduced by President Cobb, men walked out from each side of the stage and handed each of the candidates a pair of boxing gloves.

Lieut.-Gov. O. Max Gardner received an ovation as he arose to speak and he delivered a very earnest and eloquent address upon the need of education.

He was followed by Hon Cameron Morrison in a very able and fearless address upon the labor question. He came out squarely for the open shop policy and declared himself strongly against the efforts of labor unions to force closed shops. His address received much applause.

(Continued on page 34.)

**SLASHING COSTS SLASHED!**

By Using

**"AMALOL" and "LIBERTY GUM"**

IN YOUR SIZE

These two "Amalie" brand Textile Products boast of numerous users amongst Souths Leading Cotton Mills.

**YOU CAN BE SURE THAT.**

- 1—The tensile strength of the fibre will be increased 15 to 20 per cent.
- 2—Shedding and Mildew will be wholly eliminated.
- 3—Better and more uniform whites will be obtained.

Let us ship you a barrel of each on APPROVAL

**L. SONNEBORN SONS, Inc.**

262 Pearl Street, NEW YORK, U. S. A.

BRANCHES IN IMPORTANT CITIES

Manufacturers of the famous "Amalie" Lubricating Oils and Greases

**E. S. DRAPER**

CHARLOTTE

NORTH CAROLINA

LANDSCAPE ARCHITECT  
AND CITY PLANNER

MILL VILLAGE DEVELOPMENT

**BOBBINS and SPOOLS**

True running warp bobbins  
a specialty

**The Dana S. Courtney Co.,**

Chicopee, Mass.

**NATIONAL GUM & MICA CO.**

910-11 COMMERCIAL BANK BLDG.

MIKAH TALLOW

SWISS GUM

COMBINATION B



CHARLOTTE, N. C.

W. M. FAILOR, Manager

Factory and Works:

59th St. and 11 Avenue, New York City



### Germany Desires Large Quantities of U. S. Textiles.

Hugo Knobloch & Co., importers and exporters, with headquarters at Hamburg, Germany, desires to get in touch with American textile manufacturers who are inclined to do business with Germany. In a communication just received here, this firm, which is well known among local importers, writes that they are interested in the importation of American goods of all kinds, for instance, woolen and cotton cloths, India rubber cloths for the manufacture of waterproofs, cotton yarns for use in German hosiery factories and other textiles; also patented novelties in any line.

Mr. Knobloch, who signs the communication, states that his firm is ready to buy on their own account as well as to represent American firms desirous of doing business in Germany. He gives as reference: Messrs. Mueller, Schall & Co., bankers, 40 Wall street, New York.

If it is the Father of Waters why don't we call it the Mr. Sippi?

### WE SPECIALIZE

In Reminding A.C. and D.C. Apparatus  
WINGFIELD & HUNDLEY  
Box 844 Richmond, Va.

### ACID PROOF

Your belts with Wizard Stick Belt Dressing. They will last two or three times as long and give more power. If not interested from acid viewpoint you will appreciate Wizard Belt Dressing as a sure preservative of belting and a power producer.

Smith-Courtney Company  
SUPPLIES AND MACHINERY  
RICHMOND, VA.

### Office Supplies and Equipment

### printing & Rubber Stamps

The most complete stock of  
Office Supplies in the South

Write for complete Catalogue  
just off the press

Pound & Moore Co.

CHARLOTTE, N. C.

## Clark's Weave Room Calculations

By W. A. Graham Clark, Textile Expert of United States Tariff Commission

### TYPICAL AMERICAN CLOTHS

(Continued from last week.)

Width in inches.	Yards per lb.	Ends and Picks per inch.	Warp Yarn.	Filling Yarn.	Width in inches.	Yards per lb.	Ends and Picks per inch.	Warp Yarn.	Filling Yarn.
<b>Denims and Coverts (Continued)</b>									
27 1/4	3.09	68x48	10s	8s	28	2.24	67 1/2 x 26	12.50s	3.75s
28	2.95	66x47	14s	9s	28	2.40	62x38	8.75s	10.75s
30	2.50	68x47	12 1/4 s	10s	28	2.40	64x38	9.70s	11.75s
<b>Canton Flannels</b>									
27 1/4	2.60	74x48	21.50s	6.50s	28	2.40	66x40	9s	12s
27	3.99	64x46	26.50s	9.75s	28	2.40	68x42	9.25s	13.50s
27	4.25	48x40	23s	12.50s	28	2.40	69x42	9s	15.50s
27	4.45	56x50	26s	12.50s	28	2.40	70x40	9.70s	11s
27	4.50	48x50	30s	11s	28	2.40	70x40	9.25s	17.50s
27	4.50	81x48	25s	15s	28	2.45	75x44	10s	14s
27	5.00	44x40	20s	12s	28	2.45	68x42	9.25s	16s
27	5.00	81x48	25s	19.50s	28	2.45	70x40	9.25s	17.50s
28	2.47	88x54	14s	11.20s	28	2.45	72x38	10.50s	12s
28	3.30	78x48	21.50s	9.75s	28	2.45	74x41	10.50s	10s
28	3.75	76x48	21.50s	12.50s	28	2.45	76x38	10.50s	12.50s
28	4.00	78x48	25s	12.50s	28	2.47	76x40	11s	10s
28	4.15	48x48	22s	11s	28	2.50	68x44	10s	15s
28	4.75	47x41	19s	12s	28	2.50	78x42	11s	10s
28	5.00	44x44	20s	14s	28	2.60	68x38	11.50s	10.75s
29	2.73	67x42	22s	8.10s	28	2.60	75x40	11s	15s
29	3.50	67x44	22s	9.75s	28	2.80	66x38	11.75s	12s
30	2.00	72x48	21.50s	5.50s	28	2.95	71x38	12.50s	13s
30	2.75	73x52	21.50s	7.80s	28	3.20	64x38	7.75s	10s
30	3.25	73x52	21.50s	7.80s	28 1/4	3.20	66x38	14s	12s
30	4.15	55x52	21.50s	14.50s	28 1/4	2.16	63x44	7.65s	14.56s
31	2.25	75x46	22s	5.95s	28 1/4	2.36	72x40	10.15s	11s
31	2.73	64x46	22s	8.25s	28 1/4	2.46	63x44	8.50s	16.25s
32	1.43	71x42	19s	3.50s	28 1/4	2.52	72x40	10.15s	14.75s
32	2.90	69x52	21.50s	9.75s	28 1/4	2.95	69x40	12.50s	13s
32	3.25	72x60	25s	13.50s	28 1/2	1.60	68x48	7s	9s
35 1/2	2.18	64x44	17s	6.80s	28 1/2	1.78	68x48	7s	11s
36	1.50	40x36	19s	2.90s	28 1/2	1.99	63x44	7.30s	12.20s
36	2.00	56x40	19s	5.50s	28 1/2	2.00	63x48	9s	13s
36	2.20	48x44	13.60s	7s	28 1/2	2.15	63x44	7.65s	14.56s
36	2.50	41x44	21.50s	8.50s	28 1/2	2.20	63x44	8s	15s
36	3.00	59x48	21.50s	11.80s	28 1/2	2.39	66x40	8s	15s
36	3.50	63x48	21.50s	15s	28 1/2	2.44	63x44	8.50s	16.25s
36	3.85	54x48	25s	15.50s	28 1/2	2.50	67x44	9s	15.50s
39	3.50	48x42	26.50s	11.15s	28 1/2	2.67	63x44	9.40s	17.93s
40	2.01	64x46	22s	7s	28 1/2	2.80	65x44	9s	19.50s
40	2.30	48x44	13.60s	10s	28 1/2	2.90	56x34	19s	5.40s
40	3.06	63x40	22s	12.15s	28 1/2	2.98	63x38	10.50s	12.20s
40	4.02	42x44	26.50s	13.75s	28 1/2	3.00	67x44	10.50s	19.50s
40	5.60	24x24	26.50s	26.50s	28 1/2	3.25	68x40	10.50s	22s
42	2.16	46x44	22s	8.50s	28 1/2	3.25	63x38	11.10s	20.60s
42	4.50	45x38	22s	19s	28 1/2	3.49	63x38	11.80s	23.20s
42 1/2	1.78	72x42	19s	5.90s	28 1/2	3.50	58 1/2 x 34	12.50s	13s
42 1/2	2.25	49x42	22s	7s	30	2.51	70x36	16s	16s
44 1/2	3.01	32x36	22s	8.75s	<b>Tickings</b>				
46	2.78	56x30	26.50s	7.45s	32	1.96	76x60	12s	12.50s
<b>Denims and Coverts</b>									
28	1.78	67x46	7s	11s	32	1.98	80x60	12.50s	12s
28	2.00	66x40	7s	11s	32	2.00	80x72	12.50s	14s
28	2.00	67x40	7.75s	10s	32	2.02	88x58	12s	16s
28	2.00	70x40	9.25s	9.50s	32	2.03	76x68	9s	14s
28	2.00	72x42	11.25s	12s	32	2.05	80x70	12s	16s
28	2.00	76x35	8s	9.50s	36	1.86	78x72	12.50s	16s
28	2.00	76x44	8.25s	12s	<b>Sateen Tickings</b>				
28	2.20	67x46	8s	14s	32	2.13	100x52	12.50s	20s
28	2.20	68x40	8.25s	14s	32	3.25	100x44	18.50s	24s
28	2.20	68x44	8s	15s	33	2.00	100x72	12.50s	24s
28	2.20	69x38	8.25s	14.50s	51	1.28	100x52	12.50s	20s
28	2.20	69x44	8s	16s	64	1.06	100x52	12.50s	20s
28	2.20	70x40	9.25s	11.50s					
28	2.20	73x38	9.50s	10.50s					

(Continued on page 33.)



Width in inches.	Yards per lb.	Ends and Picks per inch.	Warp Yarn.	Filling Yarn.	Width in inches.	Yards per lb.	Ends and Picks per inch.	Warp Yarn.	Filling Yarn.
<b>Straw Ticks</b>					<b>Cottonades</b>				
30	3.75	73x40	14s	14s					
30 1/4	2.53	65x52	10.50s	16s	28	2.00	66x36	6s	10s
31	2.61	76x54	14s	16s	29	1.78	44x40	6s	6s
31	2.94	71x46	12.50s	24s	29	1.78	66x42	10s	6s
<b>Coarse Stripes</b>					<b>Suitings, Napped</b>				
26	3.00	58x38	10.50s	9.70s					
27	3.20	71x50	12s	18.50s	28	2.88	70x40	12.50s	15.30s
27 1/2	4.21	66x35	14s	16.25s					
28	2.50	76x40	10.50s	12.50s	<b>Suitings, All Cotton Worsteds</b>				
28	2.75	76x38	12s	12s					
28	3.00	66x38	14s	14s	28	2.24	42x34	12.50s	3.75s
28	3.10	74x48	12s	19.80s					
28	3.50	60x40	13s	14s	<b>Suitings, Ply</b>				
28 1/2	3.14	67x48	12s	17s	28	2.07	50x48	18.50/2	14/2
30	2.75	76x39	12s	14s					
30	3.00	80x41	16s	12s	25	5.00	44x38	14s	14s
<b>Cheviot Shirtings</b>					25	6.00	38x34	14s	14s
23	5.20	81x36	19s	16.30s	26	4.90	46x36	17.50s	16.50s
26	4.60	81x36	19s	16.30s	27	3.95	52x36	16s	16s
26 1/2	3.00	58x38	9s	13s	27	4.50	44x44	14s	14s
26 1/2	5.21	70x46	22s	25.35s	27	4.57	46x39	14s	14s
28	4.06	47x50	26s	10s	27 1/2	4.65	45x33	12s	14s
28	4.34	52x48	16s	16s	28	4.00	40x40	12s	13s
28	5.00	70x46	19s	23.75s	30	3.57	52x48	16s	16s
29	3.60	53x45	12s	14s	38	6.00	38x34	15s	15s
32	4.50	70x46	19s	25.35s					
32	5.05	70x44	22s	25.35s					

CONTINUED NEXT WEEK

## AGASCO ROOFING FELT

Lasts Indefinitely

—for the wide expanse of industrial roof that must be covered effectively but at moderate cost—Withstands the extremes of weather—Resists the elements.

We have it or will make it to suit almost any specification, if your order warrants that.

**AGASCO Roofing Pitch**—Prolongs the life of your old roof—Made according to YOUR specification.

**AGASCO Paints:** Number Nine—teen preserves exposed metal surfaces against ravages of the seasons; contains no water, ammonia, or tar acids—Number Fifteen, penetrative and germicidal, does the same for wood surfaces—Number Three, Damp Proof, protects foundation walls; seals them against seepage—**Roof Coating** Number One for felt, rubber or composition roofing; increases resistance against elements.

**AGASCO Creosotes** wood-preservative: Number Seven, dark brown stain; Number Ten, crude; Number Eleven, clear, color to be added by you.

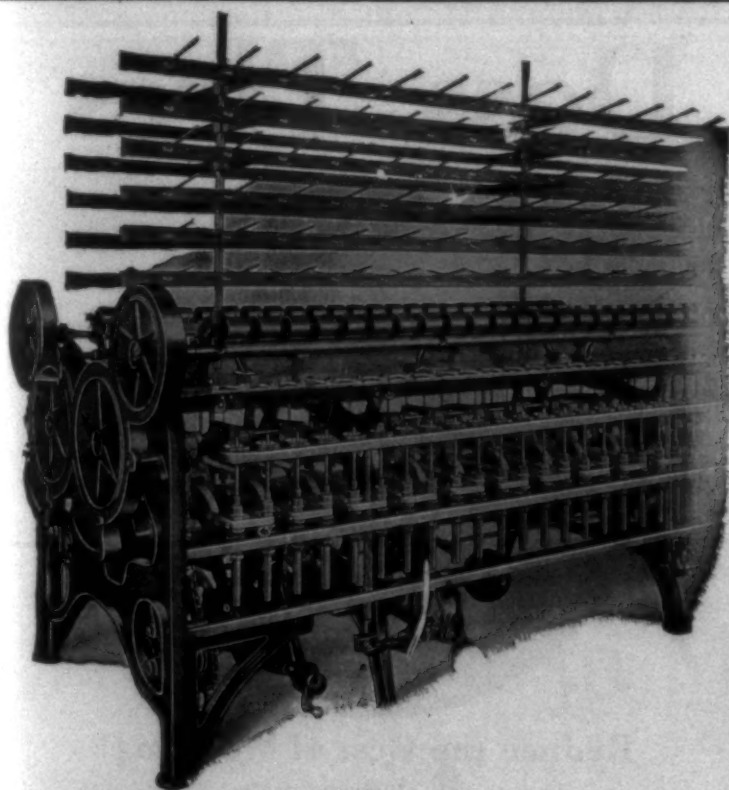
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A man's efforts to fool all the people are like yelling above the ice to scare the fish.

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OUR TAPES ARE ENDORSED BY MACHINERY EXPERTS. They know their quality and they know their scientific structure. Exhaustive trials by practically all machinery makers have demonstrated that they have no superior. Write us.

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SPINNING TAPE SPECIALISTS



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Save 50 per cent. operative power  
Produce more even yarn

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Cotton Mills

Mill Stocks

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## "TAG" SIZE BOX

### Automatic Temperature Controllers

are so simple to operate and so positive in action, that any slasher-tender can easily produce perfectly-sized and uniform warps with practically no labor or attention.

"Set it and forget it" aptly describes the situation because all the slasher-tender need do is to "set" the "TAG" Controller for the desired temperature and "forget it."

There is no time consumed watching a thermometer—no labor needlessly expended juggling the hand valve—no imperfectly sized and variable warps.

The latter improvement reduces the number of broken ends and chafing to the minimum—thus increasing production and decreasing manufacturing costs.

If a "set it and forget it" situation interests you, write for Bulletin S-387.

C.J. **TAG** LIABUE  
MFG.CO.  
TEMPERATURE ENGINEERS  
18-88 Thirty-Third St. Brooklyn, N.Y.

### The Charlotte Meeting

(Continued from page 31.)

After the addresses refreshments were served and there was dancing until about 10:30 o'clock when Max Sennett's Jazz Band and Max Sennett's moving picture Bathing Girls gave a vaudeville show. The girls were present in person each with a small amount of clothing. Many of those present had seen the Bathing Girls in moving pictures and there was a rush for front seats when it was announced that they would be present.

#### Saturday Morning.

President Cobb called the Saturday morning session to order at 10 o'clock in the assembly room of the Selwyn Hotel.

A. T. Quartz of Rock Hill, S. C., chairman of the weaving section explained the answer that had been received to the weaving questionnaires and gave an interesting talk upon the subject.

S. B. Rhea of Greenville, S. C., chairman of the power plant section read a very able and carefully prepared paper based upon the questionnaires that he had received.

L. G. Stephenson of Greenville, S. C., chairman of the finishing section stated that on account of the pressure of time he would not read his paper.

President Cobb introduced H. R. Fitzgerald, president of the Riverside and Dan River Cotton Mills, Danville, Va., who delivered a singularly able address upon "The Industrial Democracy Plan of Operating Mills." Every seat in the hall was taken and many stood but not a man left during the one hour address and we have never seen any audience pay closer attention to a speaker. It was a remarkable address and touched a subject of vital interest.

Clifford J. Parrott, speaker of the House of Representatives of the Riverside and Dan River Cotton Mills followed Mr. Fitzgerald with an explanation of Industrial Democracy as seen from the operatives standpoint. Mr. Parrott is a weaver in the Dan River Mills but in spite of his limited opportunities has developed into an orator and his observations were extremely interesting.

The only matters considered at the business meeting were the usual set of resolutions and the place of the June, 1920, meeting. Spartanburg, S. C., was unanimously selected. Meeting adjourned.

Gas meters in New York city are now being read by women who go from house to house attired in poncho cape and puttees.

## Doss Tires



### Reduce the Cost of Motoring

You can get out of a tire only the mileage that's built into it. The best materials are used in DOSS TIRES, and they are built in their entirety by expert tire makers in our Atlanta factory.

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The development of our systems has always kept in advance of the progress of the science of humidification as applied to textile manufacture.

The recognized necessity of adequate humidity, involving abnormal distribution of moisture automatically controlled to exact requirements, found our

## HIGH DUTY FAN TYPE MOTOR DRIVEN HUMIDIFIER

with automatic control requisite for the most exacting demands, proved and perfected by years of service and experience.

## OUR AUTOMATIC HUMIDITY CONTROL

is independent of electrical or complicated mechanism. It is designed and constructed for Practical Mill Usage; requires no Skilled Attendance, and is Efficient and Reliable.

The volume of orders received since January 1st far surpasses all our previous records, a majority being repeat orders from those who know the satisfactory performance of our equipment.

While we are booking large contracts for the High Duty type, we install other systems, basing our recommendations on the requirements of the work and results desired.

Our Equipments are Standardized and Guaranteed for Reliability and Efficiency.

## THE CHOICE OF A HUMIDIFYING SYSTEM

must be one that for simplicity with great capacity and economy in maintenance produces uniformly such conditions that may be determined for the different requirements of the work. In the American Moistening Company's method of humidifying, all such requirements are GUARANTEED.

Our COMINS SECTIONAL HUMIDIFIERS  
Our FAN TYPE and HIGH DUTY HUMIDIFIERS  
Our VENTILATING Type of Humidifiers (Taking Fresh  
air into the room from the outside)  
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Our CONDITIONING ROOM EQUIPMENT  
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**The Working of Industrial Democracy.**

(Continued from Page 15.)

elect Speaker of the House, in the presence of the Cabinet, that in two years time the people will be knocking at the doors of the mills in Danville clamoring for a job. Mark what I tell you. The people will be clamoring at the doors of the mills in Danville asking for a job, because the principles of Industrial Democracy have been applied, and the people are getting justice, and they are co-operating and giving their best service, and we in turn are getting something for that service.

I told you about how the bills poured in when we first adopted this plan. About 154 bills came in, and of that number 73 were bills asking for increases in wages. They were all referred to a joint committee, composed of the president of the company, three members of the Cabinet, the President of the Senate, and the chairman of the Committee on Adjustments and Complaints, and the chairman of the Committee on Bonuses and Dividends, and the Speaker of the House and chairman from the House of Representatives—nine in all. We met. We went over everything. We had the foreman from each department, starting at the picking and carding, and went through the whole plant. We went over the pay roll carefully, and I want to tell that there was merit in every bill that had been sent in asking for an increase of wages, because certainly there was inequality in a plant of that size. You are wondering now—did we increase their wages? We did. It went into effect last Monday morning. I had just as much say-so in this as Mr. Fitzgerald had. He had one vote and I had one vote. There was no difference of opinion. We all came together as true men should do. There was not a dissenting voice; it was unanimously adopted by all three

branches of the government.

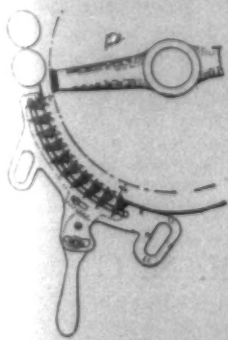
When we first adopted this new system, if we had saved our "Economy Dividends," do you know how much we would have to our credit today (we have only declared three dividends, the first 5%, the next 6%, and the next will be more)—we would today have just about \$60,000 to our credit. That is what the employees of the Riverside & Dan River Cotton Mills would have to their credit. That is what our dividend would be, notwithstanding the fact that we have increased wages, notwithstanding the fact that we abolished the old bonus system for three months and put the people upon their honor. It is proving successful. This try-out winds up on the 11th of November, the day the armistice was signed. The system is putting new life into the people, it is working wonderfully well, and the people are taking an interest in it, and you can hear them say: "Let's stay on the job now, let's co-operate, let's help make money, and it means money to us."

The first bill that was introduced called for a Y. M. C. A. We have only been organized three months and the plans for that Y. M. C. A. are being made. That looks like co-operation, doesn't it? I do not see how any body of people could want anything better than what Industrial Democracy stands for. Study Industrial Democracy. Go back to your various homes and study the five principles of Industrial Democracy, and when you have read that first principle, Justice, stop and think for a minute. Has everybody in this country justice—have all the manufacturers in this country got justice? Can we expect any more of our people with the opportunity they have had? This system means a saving of money for the employees. We are the ones who can really save for the mills. Explain to the doffer boy what it means to him to save. You will find it worth while, gentlemen.

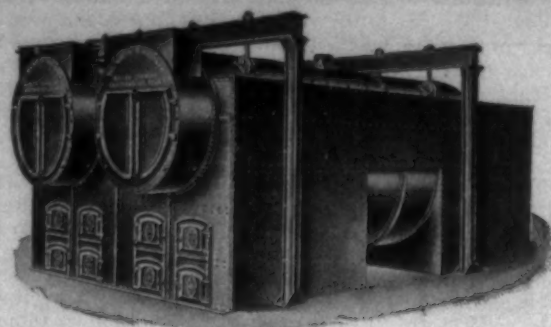
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Use through Humidifiers for the prevention of Influenza, Cold, Coughs, Catarrh, Bronchitis, Tuberculosis or any inflammation of the respiratory tract.

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**Guaranteed Quality—Demonstrations Made**



### Spinning Committee's Report. (Continued from Page 16.)

having it done, but by the regular spinners, who, if they are properly instructed, soon learn that it is to their interest as well as to the mill's for them to have a clean set of sides.

Among the many perplexing problems that an overseer of spinning has to contend with, there is none worse than the doffers. There is considerable difference of opinion as to the best way to arrange the doffer's work, whether to work each one separately, or have several to the set. Some say give each one a certain number of frames to himself; others say work two together, while the majority seem to think it is best to have four to six to each set. After trying several different methods, I arranged my doffers two and three to the set, paying them by the frame and am well satisfied with that arrangement.

The greatest need of the spinning rooms of the south today, according to most superintendents and overseers, is more spinners and doffers. The problem of getting them and keeping them in the spinning room is something that we as superintendents and overseers must solve before we can get the maximum results out of our mills. Why is it that we hear so often "He's up against it for help in the spinning room," while the other departments have plenty? It is a fact well known to most of us, that the majority of parents do not want their children to learn in the spinning room any more. There may be several rea-

sons for this, and we should not rest until we have discovered and remedied them. Spinning room work must be made as attractive in every sense of the word as other departments of the mill before we can reasonably expect to have a sufficient supply of experienced help.

There seems to be a total lack of ambition on the part of our young men around the mills to prepare themselves for responsible positions, and I am unable to see where the second hands and overseers of the future are coming from, unless some inducement is offered that will be sufficiently attractive to cause live, energetic young men to put forth some special effort when they are offered the opportunity to learn up on a section.

In my opinion, the success of an overseer in the management of his help depends largely upon his ability to win their respect and confidence. In order to do this he must lead a clean, decent, respectable life, and should insist on his second hands and section men doing the same. We must see that the second hands and section men treat their help right, showing them as much respect and consideration as they would expect for themselves or members of their own families. In return for this, the help should be required to treat the men over them like they were gentlemen and respect them in the positions they hold.

By putting these ideas into effect we can be educating a set of help that will be loyal both to themselves and their employers. There

### Weaving Committee Report

Question No. 1.—What is the average number of yarn you weave?

Answer—

Question No. 2.—Do you keep a record of regain in weight from sizings?

Answer—By keeping a record of your regain it has a tendency to make the slasher men more particular by keeping the warp sized more uniformly. When you have a regain of 9 to 10 per cent there should not be any soft warps. A uniform sizing is very necessary. Humidity can not be regulated to suit both heavy and light sized warps.

Question No. 3.—What is your average per cent gain in weight?

Answer—For 30's, where there is a good humidifier system, warps should show a regain of 8 to 10 per cent to insure good running work. Sizing is much cheaper than cotton. If you are making good yarn you can size heavy and have good running weaving.

Question No. 4.—Which will give most weight to the yarn, thin or thick boiling starch? (State why you think so.)

Answer—Have not used thin boiling starch.

The replies in questionnaires regarding this indicate about half of the men think thin boiling starch penetrates better and adds more

is no idea or motto that I know of that will beat "Do unto others as you would have them do unto you" when it is applied to the management of help in the spinning room.

weight; also makes better running work on 30's.

There are so many things to consider: The kind of slasher cloth used, the amount of cloth on the roll, the depth of the size box, temperature of size in box, the speed of the slasher, and ingredients used. If a comparative test is made, it should be made with all conditions the same for each starch.

Question No. 5.—What temperature do you keep your size in box?

Answer—I found 192 degrees about as much as I could use. Any more temperature will cause size to boil out of box unless the supply is kept very low. I don't like the idea of not having plenty of size in the box, for the yarn as a rule does not stay submerged as long as it should for the size to penetrate well.

Question No. 6.—Does your size penetrate the yarn better at 210 degrees than 192 degrees? (Explain fully.)

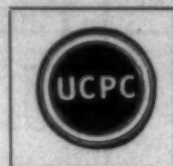
Answer—Could not get my size over 194 degrees F. After the temperature got above this the size boiled out of the box.

(6-a) Could not get a test. Question No. 7.—Should gum be used in sizings? Why?

Answer—Personally I don't know much about this. Judging from the questionnaires, a large per cent of the weavers think gum adds strength and prevents chafing.

Question No. 8.—Which is the best, soluble or plain tallow? Why?

Answer—I prefer the plain tallow.



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Softeners, Sizes and Finishes. Soluble Oils, Textile Soaps and Gums

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as my men always seemed to make a better warp with it than any substitutes. The questionnaires show that a good many of the weavers like soluble tallow. I don't know which is better.

Question No. 9—Would it pay to soften water for making size?

Answer—I have never tried this, and from the questionnaires I don't think anyone has made a thorough test on this point.

Question No. 10—How is the best way to save slasher cloth?

Answer—Cloth should be taken off roll every week and soaked in clean warm water, so as to extract all chemicals.

Question No. 11—Does it pay to keep records of production and seconds on each section? If so, why? (a) Does it pay to keep records of production and seconds on each set of looms? If so, why?

Answer—Yes, it creates competition between loom fixers.

(a) Yes, it creates competition between weavers.

Question No. 11 (b)—Does it pay to keep records for each loom of all defects made in cloth? If so, why?

Answer—Yes. Some people will call it red tape, but it is not near as difficult to start a good system as you might think, and it will give the necessary information for the superintendent or foreman to place the responsibility where it belongs. The weaver and loom fixers are not always responsible for seconds. With a good system, you can look over it ten minutes and know more about your weave room than you could learn in hours spent in the room. You should know each day the number of your seconds caused by bad work in the departments before it reaches the weave room, as well as what was caused by weaver and loom fixer. It will also show whether the overseer is looking after clean-up hands, oilers, and shaft hangers which sometimes make seconds from oil. I know a good mill running a difficult construction, cloth making 8 to 10 per cent seconds, which adopted a good system of records, and in two weeks the seconds were 4 to 5 per cent.

To make a long story short, it pays, for it keeps behind everybody from the superintendent down to the loom cleaners.

11 (c)—I have some blanks here that can be seen by anyone interested.

Question No. 13—Should section men be paid a bonus? If so, why?

Answer—I think it a good idea. It will give the better man most pay and encourage good work.

13 (a)—For the least amount of supplies used? I think that it would encourage good work.

13 (b)—For a certain percentage of production? I find it a good way to get production.

13 (c)—For a low percentage of seconds? He will make a greater effort to keep his looms in such condition that will make less seconds.

Question No. 14—Should weavers be paid bonus for low percentage of seconds or charged for high percentage of seconds?

Answer—Yes, I find it creates competition between weavers to pay bonus.

Question No. 15—What results do

you get from dressing your reeds with tallow when warps are being changed?

Answer—Tallow will prevent reeds from rusting at the ribs, thereby making them last much longer and prolong the life of shuttles.

Question No. 16—What results do you get from regular inspection of shuttles in use?

Answer—The regular inspection of shuttles by a competent man will certainly show if the loom is in good alignment, which is absolutely necessary for good running work. It will also show up other poor work of a fixer. Many break-outs would be prevented. On automatic looms, if springs are kept tight it will save waste and work for a weaver placing bobbins in a battery several

times.

Question No. 17—Do you keep a record of the life of each shuttle in use?

Answer—The record of the life of shuttles can easily be kept and is very important for it will show up carelessness in the fixers. The result will be lower shuttle cost.

Question No. 18—Do you dress (Continued on Page 41.)

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Less Waste	One-third Saved on Leather Covered Rolls
Greater Production	Better Spinning with Improved Product

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FACTORY  
Cooks Falls, N. Y.

**South American Opportunities for Cotton Fabrics.**

(Continued from Page 14.)

but I am pleased to say that those complaints were not all against United States exporters. I am also pleased to state that I found many influential merchants and others favorably inclined toward doing more business with North America, and while it is true that this field has been vigorously advertised by various newspapers, trade organizations and by departments of many governments and will have many competitors in it, I believe we may expect a large share of the Latin American trade. The quality of American goods now being sent forward is superior to many former shipments, which together with the fact that the type of our traveling salesmen and our foreign representatives has become much higher is bound to be a tremendous factor in further developing our business relations with these southern neighbors. The United States has recently made large gains in this trade, due mainly, as all of us are aware, to the world war. Upon us rests the responsibility of holding and expanding the business. On account principally of this same war we are every day experiencing what we call the high cost of living. Our money is inflated, our production of commodities is smaller and this together with higher wages, renders all the necessities of life scarcer and dearer. Throughout the land, there is a spirit of unrest, of idleness and extravagance and an inclination towards less exertion in the production of articles needed in consumption. There is, too, an inclination among some to do less work, and to do it less efficiently than formerly and to expect more wages for it. We can and we should use our influence to remedy such a condition, for we cannot expect to lower living prices so long as we allow the cost of production to remain so high. It is true that none of us would like to return to a basis that would lower the living conditions of the working people, but we could reduce the cost of living greatly by a constant endeavor to instill into ourselves and into those with whom we work the spirit of doing every day an honest day's work.

Furthermore, I believe that we are "carrying too many pigs to the same market." By this, I mean we are making too many goods for the domestic trade and are trying to market them through only one or two big commercial centers. I see no reason why more of our goods should not be distributed throughout the United States direct from the mills and more of our export and import business done through the southern ports. If our own mill is not in position to do an export business, let us encourage and assist others to send a portion of their goods out of the country and thereby curtail competition among ourselves.

To hold the export trade it is important that it be cultivated, that is, the needs should be constantly studied, and too, a certain amount of machinery should be set aside to

make every month goods for this trade; it matters not that the domestic market be more profitable. You must not expect results in a month. You must take into consideration a period of many months or years. It requires much time to build up the business, but once you have gained the confidence of the foreign customers, especially those of South America, they are not easily taken away from you. Another aid is to send our own men to live among the customers, speak their language and adapt themselves to the manners and customs of the foreigner. These men should be armed with authority to make prices quickly and shipments as may be promised and also to make any adjustments that may be necessary.

In working the foreign fields it is often more convenient for the buyer to pay in the products of his country than in money and if we can take his goods or assist him in placing them to advantage, it would be of much help. But I do not recommend that we should buy from them articles which we do not need or which we could obtain more advantageously at home. For example, statistics show that in 1913, Brazil, with all her forest and thousands of unemployed people, imported \$148,000 worth of wooden toothpicks.

Very great assistance is being rendered us now in the foreign trade by such agencies as the North American banks in establishing branches in the important cities of the world, and in arranging credits, in furnishing credit information and in assisting in many other ways. Our ambassadors and consuls are doing invaluable work and should have more co-operation from our people at home. I should like to see in some of the big cities of South America newspapers in English, Spanish, and Portuguese owned and edited by our own men of the United States. It would also be a forward step in developing trade with the West Indies, Mexico, Central America and many of the countries of South America if Spanish were taught in all of our public schools.

Gentlemen, I thank you for your kind attention and I wish to congratulate you upon the excellent results you are accomplishing in the important work of your association.

**That Bazaar.**

Do you want to know what to make for that Bazaar you are planning? Something you girls and boys can make yourselves? The Junior Red Cross has many good suggestions for this very thing, which they will be glad to send to your auxiliary. And then perhaps someone will buy it and send it to some little kiddie who needs it.

**How a Little Princess Serves.**

Ilana, ten-year-old princess of Roumania, is now an American Red Cross worker. She distributes jam and other good things sent by the children of America to the children of Roumania. She has six playfellows, all orphans of Roumanian soldiers whom her mother, the Queen, is caring for.



## Address of President Cobb.

(Continued from Page 18.)

discuss just how we could compile the papers from these questionnaires. I suppose most of you are familiar with the plan we have tried to adopt in compiling this data, because the textile papers have given such wide publicity—and I want to say in passing that we should be very grateful to the textile papers for the space they have given us in trying to make this plan a success. They have saved us a lot of correspondence and money—they have been kind enough to give us space to publish these questionnaires, and they did it cheerfully, and free of charge, and it has been a great help to us, and I want to make this public acknowledgement to them.

To all those who have worked so hard to make this meeting a success, the special committees and the individuals, I want to give my personal thanks, and it must be gratifying to them to see the good attendance that we have, and probably if the weather hadn't been a little bad, it would have been larger. However, we are mighty glad to see so many people here. We feel like we are beginning to work up some interest. It is now a well recognized fact that our association is the only textile body devoting a major portion of the program to the discussion of technical papers, and I think we might well be proud of that fact. The technical papers are the things for the men who work in the mills. They may seem more or less like our routine work, because we are handling these problems every day, but they are most valuable. If it were possible to have a mill in the Sahara desert, where the men would have no chance to learn from each other and from other mills—where the employees would be entirely shut off, I fancy that I would go into that mill and see them going around and giving each weaver a broom to

sweep with, and see them doing lots of things that we have graduated from—methods that are antiquated with us. Now, if a progressive mill man gets a good idea, he is big enough and broad enough to pass it on to his neighbors, and I want to quote Mr. Fuller E. Callaway, in one of his talks to the American Cotton Manufacturers Association. This brings out what I am trying to say in a concrete form. Mr. Callaway said: "If we can get our members to come to these meetings and tell some one thing—just one thing—which some man does in his mill better than the others, we will all go away with a lot of new ideas for making money and render our mills more efficient, and thus be better able to serve our country in this great war emergency." To illustrate what I am trying to bring out—suppose it were possible to canvas every mill in the South and ask every boss carder and every superintendent, what is the best setting to set a feed plate to a licker-in on a card? If 75 per cent of those people came back and told us that it was to a No. 12 gauge, then it must be just about that way. If the practical men of 75 per cent of all the mills in the South should say that it is better to set a feed plate to a licker-in to a 12 gauge, for say one-inch cotton, then it must be so. The other 25 per cent of the men who did not have that idea would certainly benefit by it.

Now, as I said before, we have not perfected this plan. We merely hope to get started at this meeting, and we hope to get new ideas by open discussion at this meeting. We hope to perfect the plan or to begin to perfect the plan that will finally grow into technical information that will be valuable, technical information that you could not get from a text book, technical information that is based on the majority of overseers and superintendents in the South, information that will be valuable.

## SUPERINTENDENTS AND OVERSEERS.

We wish to obtain a complete list of the superintendents and overseers of every cotton mill in the South. Please fill in the enclosed blank and send it to us.

1919.

Name of Mill.....  
 Town.....  
 Spinning Spindles..... Looms.....  
 Superintendent.....  
 Carder.....  
 Spinner.....  
 Weaver.....  
 Cloth Room.....  
 Master Mechanic.....  
 Dyer.....

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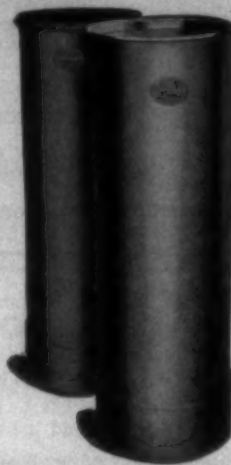
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We have also learned that with belts nor gears should be used where it is possible to use chain drive. Are you ready to believe that? Is it worth anything to know it if it should happen to be true?

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Chicago, Ill.

Branch Office in Greenville, S. C.

E. S. PLAYER, Southern Rep., Greenville, S. C.

be undertaken by commission houses when such ownership entails financing of merchandise as well as raw material. Nor is it always thought desirable for merchants to own mills even when they can do so. It seems far better, if such a thing is possible, to have the ownership spread out as a safe investment, where needy owners can realize on their shares if they are forced to do so.

The financing of cotton mill construction and cotton mill purchase has not been satisfactory, here or elsewhere, measured by modern methods of establishing producing plants of any kind. A machinery manufacturer may need business and he will be willing to take pay for his work in stock. A real estate owner may have land on his hands and he will throw in the land, taking his pay in stock. And so the custom has gone. The actual investment of real hard cash to build a mill that will be efficient in every way has been rare in cotton mill building, yet when it has been done the results have been startlingly profitable.

Such investments have resulted in the hardest kind of competition in hard times and great profits in good times. Anyone who is familiar with the methods followed when some rich corporation decides to build an addition to a certain cotton mill to make some new goods wanted knows that the cost of production in such a plant is very much under the cost in a mill built and financed in the common way. It is the old story of cash or credit, in any enterprise.

If the general public can be made to see that ownership in a large con-

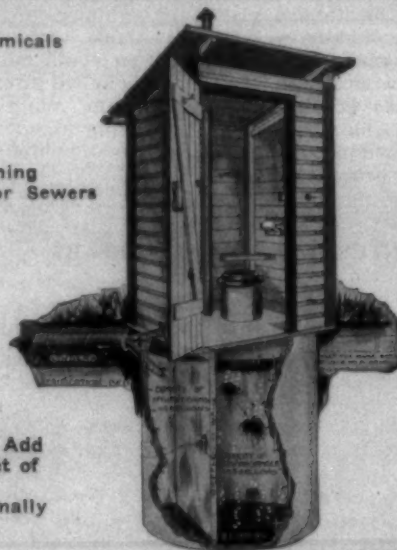
solidation of mills means a greater mercantile efficiency than has been obtainable under old methods, and if bankers can lend their influence to financing textile trade from the smallest plant to the most remote and desirable foreign customer, a combination will have been brought about that will mean prosperity for those interested for a long time to come. During the past year or two the purchasing of mills has gone on in a very speculative way, and oftentimes solely because some broker saw a chance of turning a pretty penny for his trouble. But if the purchasing of mills is to be made a part of a plan that combines great mercantile efficiency with strong financial backing for placing the stock in investors' hands, just as railway or other stocks are placed, the trade is bound to recognize the oncoming of a revolution in methods that will mean rapid expansion and steadier profits than have resulted hitherto from individual initiative and enterprise in mill building.—Journal of Commerce.

Some men propose marriage. A somewhat smaller number fall exhausted by the roadside.

That a woman can talk longer than a man is attributed to the fact that she uses less force than a man does.

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19 Law Bldg., CHARLOTTE, N. C.



**Weaving.**

(Continued from Page 36.)

your loom belts?

Answer—Belts may be dressed with tallow with good results. It will resist moisture which will prevent laps from coming apart. It will also relieve the jerking of belts which are near humidifiers or damp places, and thereby make looms run very much better.

Question No. 19—What do you think is the greatest need of weave rooms today?

Answer—System and co-operation.

**Financing Cotton Goods Expansion.**

Announcement made this week offering stock in the Consolidated Textile Corporation was of more than usual market interest from the fact that some of the most energetic cotton goods merchants in the trade are connected with the new enterprise. The corporation was organized to acquire well known cotton mills in North Carolina now represented in the trade by Converse & Company as selling agents. The Williamsons of North Carolina, who are also connected with the new corporation, are among the oldest and best known colored cotton goods manufacturers in the South.

The subject of the new corporation has added interest from the fact that in England, Germany and elsewhere, not to speak of the United States, there has been a marked tendency shown towards consolidating textile enterprises, making their securities more easily marketable and binding mills more closely to mercantile and financial concerns. A great part of this development is due to the need for greater economy and power in the handling of production and merchandising in foreign commerce.

In this country some part of it has been stimulated by the desire of large commission houses to acquire a stronger control of the mills they represent, not only to secure the business of selling the goods but to insure a proper mercantile direction of the producing facilities. Some of the greatest capitalists of the country have been attracted to the opportunities lying in the development of cotton goods trading expansion, a fact attested by direct investment in commission houses and by a willingness to afford every possible banking facility to those who are strong enough in the mercantile community to put through plans designed to extend cotton goods exporting.

In the provincial view of cotton goods merchants familiar with all the persons engaged in promoting the new company the personal side of the discussion is naturally magnified, but from all that can be learned of the plans that are under way, no single personal interest is regarded as of vital importance. F. K. Rupprecht, the president of Converse & Company and of several other organizations selling on commission through Converse & Company. Beginning with the nucleus of the old Converse organization this commission house has expanded its business so that it now includes some of the ablest merchandisers in the markets. The entity of each manufacturing company represent-

ed in the house has been maintained, so that while the selling organization is a great and harmonious whole, more has been accomplished in the preservation of the individuality of the mills than has usually been possible in times of rapid textile expansion. Wherever novices are in the organization they are merely under training, and do not control affairs in any way that will eliminate the great essential of textile production, which is commonly referred to in market parlance as style and character in fabrics.

The personal side of the new organization will, of course, carry weight with many investors, but it probably was not the moving element in securing financial co-operation such as that evidenced in the names attached to prospectuses of the consolidation. It seems more likely that financiers have been attracted by the need for drawing the merchandising and manufacturing of textiles closer to the financial system centering in the large Federal reserve centers in order to take the fullest advantage of the opportunity for foreign trade expansion and the upbuilding of the great expansion in home trade. This is clearly forecast in the active buying of mills by new investors, in the building of new mills at a time of high construction costs, and the certainty that the prime textile raw material of this country will soon become of much larger and wider importance in a financial way for those who grow it.

That banking interest in textile merchandising has grown fast is shown in several ways, but in a most striking way by the organization of strictly textile banks by some of the largest downtown financial institutions, and by the wide use of trade acceptances in various channels of dry goods distribution. This matter is of interest chiefly in showing that there may be more behind the present floating of a single institution than there seems to be. It is certain that the plans of the new consolidation were scrutinized closely before they were approved, and if they reach the measure of success now so generally predicted in the trade, they may mark the beginning of a movement to bring in a much wider popular support for foreign textile trade than has been given thus far.

The economies of operation that can be effected by a consolidation of mills large enough to maintain an individuality in the markets are numberless in the textile field. Every dry goods commission merchant has felt it for years, but the tendency has been to maintain an independence of the selling and manufacturing organizations which has not always been for the better good of the business and has certainly hampered its expansion.

Included in these economies the need for assistance from mills in developing foreign markets occupies a prominent place just now because nearly every commission merchant has had an experience, more or less unsatisfactory, in meeting it. Mills owned by individuals have not been under strong enough mercantile direction to be asked to do the things that must be accomplished at the manufacturing end before foreign sales can amount to much. But the ownership of these mills cannot

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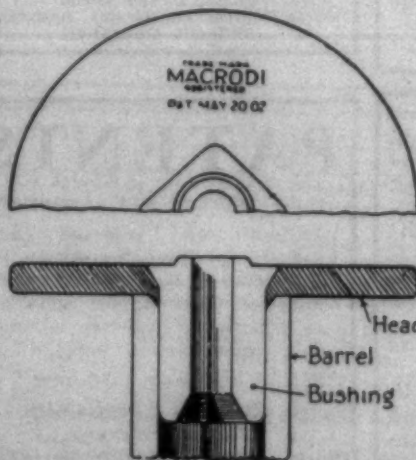
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## Want Department

If you are needing men for any position or have second hand machinery, etc., to sell the want columns of the **Southern Textile Bulletin** affords the best medium for advertising the fact.

### Machinery for Sale.

14 Saco-Pettee 10-inch Coiler Heads. Good as new. Address S. P., care Southern Textile Bulletin.

### Brinton Ribber for Sale.

One new latest type Brinton Ribber with stop motion, 3% cylinder, 180 needles, 24 and 33 gauge. This machine ran only thirty minutes, and is the best the Brinton people can put out. Price \$150.00. Gambrill & Melville Mills Co., Bessemer City, N. C.

### Machinery for Sale.

For Sale—22, 16-harness Stafford Dobbies, used but little. Having no use for them, will sell to a quick buyer at \$20.00 each. Apply to Gambrill and Melville Mills Co., Bessemer City, N. C.

### Bobbins Wanted.

Want ten thousand warp bobbins, to fit No. 4 Draper spindle, 7-inch traverse. Send us sample showing an average condition of the bobbins, and prices per 1,000. Demopolis Cotton Mills, Shortleaf, Ala.

### Machinery for Sale.

Six Mason Spinning Frames, two Easton & Burham Spoolers, ten Gangs Universal Tube Winders, eight Saco-Pettee Drawing Frames, a lot of Draper Looms. Address Hunter Machinery Company, Marion, N. C.

### Bobbins for Sale.

A bargain—10,000 speeder bobbins for 6x3½ frames. We formerly used the Howard and Bulrough machines; have sold them; have no further use for the bobbins. Will sell for half-price. These bobbins are in good condition, several hundred new. L. H. Gilmer Co., Millen, Ga.

## Free Service Department

Any mill in need of superintendent, overseer, second hand, loom fixer, card grinder or any class of men other than operatives may insert a notice in this column for two weeks, free of charge. If the name of the mill is not given and the answers come care Southern Textile Bulletin, the cost of stamps used in forwarding replies must be paid by the advertiser.

### Wanted.

Job as engineer or machinist or both. 12 years experience. Address N. O., care Southern Textile Bulletin.

### Position Wanted.

Any one desiring the services of a first class superintendent for a yarn mill will please address Experienced, care Southern Textile Bulletin, Charlotte, N. C. Best of references.

### Position Wanted.

By young single man, Assistant Superintendent large mill, or Superintendent of small mill. Six years' actual experience. References. Address "B," care Southern Textile Bulletin.

### Wanted.

One first class second hand and one first class card grinder for card room; good pay. Apply to U. S. Moore, Overseer Carding and Spinning, P. O. Box 125, Albemarle, N. C.

### Want Rope Machine.

Wanted to buy one rope machine and former to match. Address M. N. C., care Southern Textile Bulletin.

### Expert Textile Cost Accountant.

Now employed, is open for correspondence, looking to a better position. Address Cost Accountant, care Southern Textile Bulletin.

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INCREASE PRODUCTION  
Before Buying Pulleys and Belting  
Investigate, Know the Facts  
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Largest Manufacturers of Silent  
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Efficiency, Durability and Service.

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12,000 Speeder Bobbins for 7" x 3 1-2" Frame

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Will need a 250 to 350 K. W., 60 Cycle, 3 Phase, 550 or 2300 Volt Generator, Steam Transmission or Steam Direct.

200 to 300 H. P. Corliss Engine.

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Address "Motive Power," care Southern Textile Bulletin

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One Cast Iron Split Pulley, 52" diameter by 24" face, by 5½" bore; one Cast Iron Split Pulley, 52" diameter by 20" face by 4½" bore; one Suction Fan with 12½" diameter Throat, and 10½" diameter discharge, with 6" diameter by 5½" face Pulley. The fan has never been used, and the Pulleys are practically new. Address

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You believe in sanitation for your home as a matter of course. You know what it means to both your health and comfort and general health—efficiency—what it means to be refreshed and invigorated by clean wholesome surroundings.

And you add to your longevity every time you take a drink of pure clean water, every time you bathe—every time you cleanse and refresh yourself you add to the up-building forces of the body.

Yet you neglect, maybe, the men and women whose health and contentment mean your continued prosperity and success.

Why not use the ONE perfect system of sanitation in the mill and the homes of your employees as you use in your own. Requirements do not necessarily mean every convenience you may have. That may not be necessary or desirable; but fundamentally the same natural method of keeping physical and mental energy at the zenith of accomplishment instead of at its nadir.

It's the easy way, the natural way, better than any other system on the market, and carries with it none of the feeling of insecurity, and other unattractive "advantages" of even the best "just as goods."

Keep your mill clean and inviting with the sanitary appliances offered you by your local plumber and you will be immune from the warring of discordant demands that seek the disruption of industry when not repulsed by correct sanitation.

A perfect sanitary system can be so constructed by your plumber that every employee can enjoy the benefits of its operation at a minimum initial cost. Once installed there is practically nothing to get out of order, nothing to break, except through carelessness, no unstable parts to be renewed from time to time. It's the simplest of systems built for lifetime service.

In these unusual times teeming with work a perfect sanitary system is absolutely necessary.

The plumbing enterprise solves the problem by installing a system that meets present day needs in every way.

One of the good and fine things about sanitation is just that one great fact that it is a panacea for the sanitary problems which any manufacturer can apply with the help of his plumber. Sanitation can not be treated lightly, but on the other hand studied and recognized for what it is; sanitation is not merely the setting up of a system—it is the life of a community of workers. The manufacturer who would use sanitary methods successfully in their broader application must be on more than just speaking terms with the financial, moral and economic advantages effected.

And there is another good thing about perfect sanitation—it makes

for permanence—permanence of health, profits, and production. That's one of the great big things which successful American manufacturers have recognized. Most of us want sanitation in some form or other, but we are always ready to pass the problem to some one else. We do not look upon it as a means to an end. Too few of us look upon it as something which is permanent, something which is enduring—something which it is our privilege to take and use for the benefit of ourselves and others.

When you stop to think of it, there is nothing to bar your way from the lasting good that has come to other successful manufacturers through correct sanitation. We may criticize the other fellow and his up-to-dateness, but we cannot help but admire the stability of his business and hope that it will be our lot to found a business which can go on in that way.

Real plumbing is not for today or tomorrow. It is for all time. Its beneficial effects endure. And there is a trend to get away from any and all systems other than the perfect one and adopt the only one which makes for permanence.

Thus the plant which installs a perfect system today does so more thoughtfully and more certainly as to results. The plumber is always at hand to consult in the matter, and the matter is not an experiment; realizing what to expect from its operation and then with all those other factors in mind makes the most of a genuine opportunity.

If you are a manager, owner, director, or responsible executive in a plant which has a product to market, the plumber has an unusual proposition to make to you.

It is this: Will you let him undertake to prove to you that sanitation will help you in your business?

Will you not let him just show you how a perfect system will help you meet present day conditions.

His purpose is to show, not the technique, but the function of sanitation. The purpose is not merely to show sanitative methods and appliances, but how to make use of sanitation and how to apply it to your own needs.

In a similar way he deals with installation—with ways of applying the successful and proven methods used by others to your own business.

All he asks is that you consult him today.

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**THE LOWRY COMPANY**  
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**JOSEPH A. VOGEL CO.**  
Frost-Proof Closets  
Wilmington, Del.

### Status of Foreign Textile Trade.

The conditions of exchange and the difficulties of transportation arising from dock strikes have discouraged some timid souls in the foreign textile trade, especially that part of it engaged in trying to make a foreign market for American textiles. It is worthy of comment that the experienced importers of goods, who are in a measure the shrewdest merchants in trade, are taking advantage of the many opportunities that are being afforded them for recovering from the hard conditions of the war. In this work they are securing the assistance of the most capable merchants of Europe and elsewhere, who are looking to the rich American market as a field for the recuperation of their losses and the restoration of business in their own lands.

By and large, the prospects for exports of textiles are better than many men thought they could be after the armistice. There are spots where it is possible to see some loss of business that was expected to hold. These are so unimportant compared with the many new opportunities that are arising as American merchandise becomes better known in foreign markets that only

those who are unfitted for foreign business constitutionally are finding real cause for discouragement.

The balance of trade in textiles is naturally much in favor of this country compared with conditions prevailing in normal periods. To those who wish to take the trouble to investigate the real conditions there will be found many causes for congratulation, even though it is decidedly popular in many foreign circles, and some domestic ones, to decry anything done by Americans in the intricate business of furnishing cloths and garments to people thousands of miles away.

The large exports of cotton goods in August, amounting to 63,000,000 yards, were helped a great deal by substantial shipments of unbleached cottons to many parts of the world, but notably to China. Consular reports still circulating in this country have told of the gruesome outlook for American goods in the Far East and the last year's figures of exports to China were the smallest for many years. Those things can all be forgotten in the fact that China trade has been resumed. Only this week as many goods were sold for shipment to China in the next two months as are represented in the shipments to China last August.

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**EAGLE FINISHING** is specially manufactured to cover a wide range of fluidities to meet the needs of all classes of weaves.

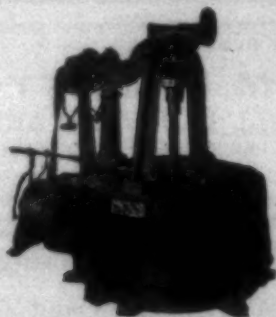
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SELF-BALANCING BASKETS  
26 to 72 inches.

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Sliver Lap Machines	Reels
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### COTTON WASTE MACHINERY

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Full Roller Cards	Spoolers
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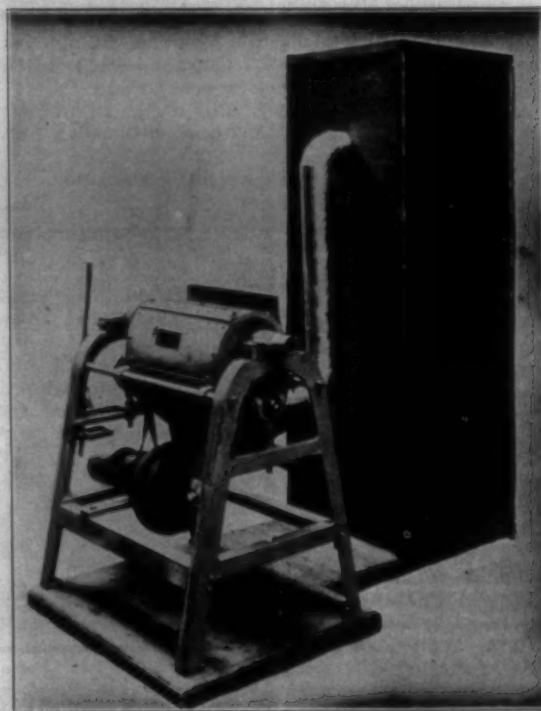
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### Increases Production



**MONARCH BOBBIN CLEANER**

A practical machine for both large and small mills to clean roving bobbins from spinning frames.

#### ADVANTAGES CLAIMED:

- 1 Saving of Spinner's Time.
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- 3 Less waste created and less fibre destroyed.
- 4 Increase in production
- 5 Elimination of accidents that occur by use of the knife.
- 6 Spinner is relieved of an unpleasant, disagreeable and unproductive job.

Write for particulars and prices.

**Manufactured by**

**Monarch Bobbin Cleaner Company**  
Union, S. C.

## Cotton Goods

New York.—Cotton goods have been limited and prices firm during the week. Most of the dry goods markets seemed quieter in first hands as a consequence of the depressing labor news. Business men, scanning the headlines of the papers, could not help feeling that there must be a great unrest throughout the land, and that tended to make them conservative about future purchases despite the known scarcity of many goods and the steady demand for them at top prices. The policy of watching sales has grown to be the chief duty of the head of the house in many establishments, the theory being that it may be better to lessen forward orders even to the extent of accumulating spots.

Domestic cotton goods are being engaged for future delivery as far as mills will sell, and a number of large mills are now under contract for five months. Jobbers have been buying freely and many of the large manufacturing trades have been covering their requirements for some time to come. The larger degree of confidence in higher prices has resulted from the steady distribution, the limited production and the rise in raw cotton.

Bleached goods have been sold freely for delivery into February and advances have been made to the highest levels yet touched on some standard grades. Staple gingham have been sold through the first quarter of the year on a price basis of 22½¢ a yard. Cotton duck has been advanced to a basis of 25 off the the list, although sales have been small, the rise in this instance being due to the sharp cotton advance. Brown cottons and print cloths are very firm. Sales of 5,000 bales of brown sheetings have been made for shipment to China on a price basis of 24 cent net for three-yard goods which is seven cents a yard higher than the last price paid for cotton for this market.

Owing to the scarcity of long staple cottons all fine yarns and fine fancy goods are being held at very high prices. Colored cottons for home and foreign shipment are closely sold and difficult to get in first hands.

Current quotations were as follows:

Pr't cloths, 28-in., 64x64s..	43
Pr't cloths, 28-in., 64x60s..	12½
Pr't cloths, 27-in., 64x60s..	12¼
Gray g'ds, 38½-in., 64x64s..	19
Gray g'ds, 39-in., 68x72s..	23
Gray g'ds, 39-in., 80x80s..	28½ a29
Brown sheet'gs, 3-yard...25	a26
B'n sheet'gs, 4-yd., 56x60s..	21
B'n sheet'gs, So. stand.....26	a27
Tickings, 8-ounce .....	42½ a45
Denims, 2.20 (Ind.) .....	37½
Stand. staple gingham....	22½
Dress gingham .....	27½ a30
Standard prints .....	19
Kid finished cambrics.....16	a17

### The Juniors Speak.

A new Red Cross publication, the "Junior Red Cross News," made its first appearance in September. It is the official organ of the Department of Junior Membership and will be sent from American Red Cross National Headquarters at Washington to schools in all parts of the country. The "News" is to be published nine times a year, each month during the school term.

Red Cross weather forecast: Always fair.

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# The Yarn Market

Philadelphia.—Cotton yarn markets are very strong and as active as can be hoped for when many spinners have withdrawn and stocks in merchants' hands are of limited volume. Several of the largest spinners of fine peeler numbers are out of the market until they know more as to whether they will get the cotton they have contracted for.

The demand for yarns is very broad and very general and far in excess of supply. Knitters have been very anxious to get yarns this week and are willing to pay much higher prices than they refused to consider when the week opened. Exporters are seeking yarns and many of the large weaving organizations are covering their needs through April. There is a noticeable irregularity of prices.

Southern single skeins, according to strictly local price ideas, appear to have moved up to a range of from 60 to 96 cents a pound, from 4s to 30s, inclusive. In Southern single warps, the advance has thus far carried all counts from 8s to 30s, inclusive, to a higher range of from 62 to 96 cents a pound. Nobody would undertake to quote today on 40s carded warps, either in single or ply yarns.

Cotton is again "king," in so far as yarn prices are concerned. In this market, at present, all other factors have been lost sight of, and such price ideas as had been arrived at for the near future, were tossed overboard. As expressed by the action of a certain large house here: "All bets are off until cotton lets up

a bit. The situation is now entirely out of our hands. All we can do is to wait. About the only big thing that hasn't happened as yet to bull cotton is a killing frost—and we are approaching the average date for that, October 30. The market is feeling the effects of poor condition of the cotton crop, and there seems to be nothing to do but recognize the extent to which white cotton will be short in supply."

**Southern Two-Ply Chain Warps, Etc.**  
 6s-10s...64 —65 26s.....88 —89  
 12s-14s...66 — 30s.....95 —  
 16s.....70 — 40s.....1.20—1.15  
 20s.....76 — 50s.....1.40—  
 24s.....85 —

**Southern Two-Ply Skeins**  
 4s-8s...63 —64 26s.....1.00—1.05  
 14s.....68 — 50s.....1.40—  
 16s.....70 — 60s.....1.55—  
 20s.....75 — Upholstery  
 24s.....85 — Yarns—  
 26s.....87 — 8s, 3 and  
 30s.....95 — 4-ply...55 —

**Duck Yarn—3, 4 and 5-ply Skeins.**  
 8s.....63 — 16s.....76 —  
 10s.....67 — 20s.....76 —  
 12s.....68 —

**Southern Single Chain Warps.**  
 6s-12s...61 —63 24s.....80 —  
 14s.....65 — 26s.....80 —  
 16s.....70 — 30s.....88 —  
 20s.....74 — 40s.....1.10—  
 22s.....75 —

**Southern Single Skeins.**  
 5s-8s...63 — 26s.....72 —  
 10s.....64 — 28s.....73 —  
 12s.....65 — 24s.....76 —  
 14s.....66 — 26s.....80 —  
 16s.....66 — 30s.....86 —

**Southern Frame Cones.**  
 8s.....62 — 20s.....65 —  
 10s.....62 — 22s.....66 —  
 12s.....62 — 24s.....72 —  
 14s.....63 — 26s.....73 —  
 16s.....64 — 30s.....73 —  
 18s.....64½ — 30s extra.78 —

**Combed Peeler Cones.**  
 10s.....83 — 26s.....95 —  
 12s.....84 — 28s.....98 —  
 14s.....85 — 30s.....1.09—  
 16s.....86½ — 32s.....1.12—  
 18s.....88 — 34s.....1.15—  
 20s.....89½ — 36s.....1.17—  
 22s.....91 — 40s.....1.21—

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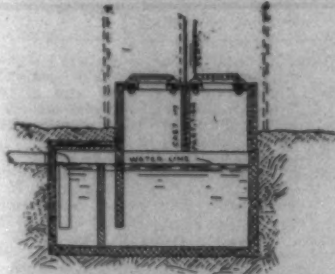
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for Mill Villages, Small Towns, Rural Homes and School Districts. This IMPROVED design is the most perfect adaptation of the principle originated by the United States Public Health Service, and known as the L. R. S. System. Cast in cylindrical form, with a partition that divides it into two compartments of scientific proportions, thus providing the two tank principle, but all in one piece. It answers every need, overcomes every objection and fulfills every wish.

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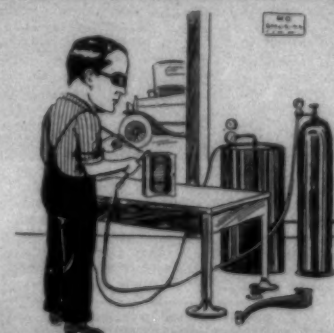
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The fee for joining our employment bureau for three months is \$2.00 which will also cover the cost of carrying a small advertisement for one month.

If the applicant is a subscriber to the Southern Textile Bulletin and his subscription is paid up to the date of his joining the employment bureau the above fee is only \$1.00.

During the three months' membership we send the applicant notices of all vacancies in the position which he desires.

We do not guarantee to place every man who joins our employment bureau, but we do give them the best service of any employment bureau connected with the Southern textile industry.

WANT position as superintendent of yarn mill or overseer of carding or spinning in large mill. Have had long experience and can furnish good references. Address No. 2516.

WANT position as superintendent of small yarn or weaving mill, or will take large weave room. Go anywhere in Southern States and can furnish good reference. Address No. 2518.

WANT position as superintendent of yarn mill of 5,000 to 10,000 spindles in mill in Georgia or South Carolina preferred, but would go to North Carolina. Address No. 2519.

WANT position as cotton grader and stapler by man of established reputation. At present employed by large mill but have satisfactory reasons for change. Would be valuable assistant in buying. Excellent reputation. Address No. 2591.

WANT position as overseer of carding in large mill or carder and spinner in medium size mill. Have had long experience and can give reference as to character and ability. Prefer mill in North or South Carolina. Address No. 2521.

WANT position as yarn mill superintendent. Experienced on white, colors, Jaeger, heather mixtures, oxfords and silvers, 8's to 16's, both single and ply yarn. Also waste for frapping twine, cable cord, etc. Thirty-four years old. Married. Good references. Address No. 2522.

WANT position as superintendent of large mill by man who has successfully handled some of best cotton mills in South. Thoroughly reliable. Address No. 2523.

WANT position as overseer of spinning in big mill by man with long experience. Would take position as traveling salesman with some firm selling to Southern mill. Address No. 2524.

WANT position as overseer of carding or superintendent by practical mill man experienced on madras, fine gingham and all kinds of yarns. References if required. Address No. 2526.

WANT position as overseer of spinning in good Southern cotton mill by man 54 years of age with long experience on all colors and counts and an A-1 manager of help. Sure to get record results. Address No. 2525.

WANT position as overseer of carding. Several years practical experience. Can furnish reference as to character and ability on demand on short notice. Address No. 2527.

WANT position as overseer of weaving by practical man experienced on Draper, plain and dobby weaving. Address No. 2528.

WANT position as overseer of weaving. Six years experience on plain and fancy work. Can furnish satisfactory references and handle any size job. Address No. 2529.

WANT position as overseer of spinning. Seven years experience as overseer. Now employed but want larger job. Can change on short notice. Best of references furnished. Address 2530.

WANT position as overseer carding in Southern mill; long, practical experience; married; age 30. Can give good references. Address No. 2531.

WANT position as overseer of carding by practical man with 10 years experience as grinder and second hand and 6 years as overseer. 38 years of age, sober, church worker. Will not consider less than \$30.00 per week. Can furnish reference from present and past employers. Address No. 2532.

WANT position as electrician or master mechanic by practical man with years of experience. Now employed and can furnish reference from present employer. Prefer job in Carolinas. Will not consider less than \$35.00 per week. Address No. 2533.

WANT position as superintendent of yarn mill or overseer of carding and spinning in large mill. Just finished textile correspondence course. Can go anywhere. Married. 34 years of age. Good habits. References. Address No. 2536.

WANT position as overseer of spinning by man 35 years of age and 16 years experience in spinning room. Can furnish reference as to character and ability. Address No. 2537.

WANT position as overseer of weaving by man who has been out of mill work for some time, but wants to get back. Can furnish satisfactory references. Address No. 2538.

WANT position as overseer of carding by man 35 years old with family. Experienced on all kinds of staple and an excellent manager of help. References from some of best mill superintendents in South Carolina. Address No. 2539.

WANT position as superintendent by man with long practical experience who gave up position on account of ill health. Now fully recovered and desire to get back into mill. Can furnish reference. Address No. 2540.

WANT position as superintendent by practical, refined cotton mill man. Have successfully held several jobs as superintendent and am now overseer of weaving in one of largest mills in South. Would not consider place paying less than \$3,000. Address No. 2541.

WANT position as superintendent, assistant superintendent or overseer of carding or spinning in large mill. Now night overseer of carding and spinning and giving satisfaction, but want day work. Have had experience in some of best mills in North Carolina. Address No. 2542.

WANT position as superintendent of yarn mill or overseer of large spinning room by an ambitious young man, 28 years of age, with 16 years experience in mill. Have made good so far, but anxious to advance. Address No. 2543.

WANT position as superintendent. Have had several years experience as superintendent. Would accept card room in large mill. At present overseer of carding and spinning in big mill, but for good reasons wish to make change. 47 years of age, 26 years experience as overseer and superintendent. Address No. 2544.

WANT position as superintendent of yarn mill of 5,000 to 10,000 spindles. Can furnish best of references as to character and ability. Address No. 2545.

WANT position as overseer weaving by man who is experienced in both white and colored work. Can get production if it is possible. References furnished. Address No. 2546.

WANT position as carder or spinner, but prefer spinning, by married man, 37 years old, who is graduate of correspondence school in carding and spinning and who has had considerable experience in mill. Can furnish references. Address No. 2547.

WANT—Position as overseer of spinning or spooling or both. Have had 18 years' experience in spinning and 7 years as overseer. Am 34 years old. Married, and can give reference. Address No. 2548.

WANT position as superintendent or overseer of carding and spinning in 15,000 or 20,000 spindle mill. Forty years old, 30 years experience in mill, 12 years as overseer of spinning on hosiery and warp yarn, 6 years as overseer of carding and two years as superintendent of 15,000 spindle yarn mill at night. Want good day job. Address No. 2549.

WANT—Position as overseer of spinning in large mill or carding and spinning both in small mill. Have 15 years practical experience as overseer on Nos. 8's to 60's single and ply yarns. Age 40. Married and strictly sober, good manager of help. Can hold help and get production. Can furnish good reference as to character and ability. Address No. 2550.

WANT position as overseer of carding and spinning or superintendent of five or ten thousand spindle mill. Long

experience and ability to give satisfaction. Address No. 2551.

WANT position with big mill as overseer of spinning. Twelve years experience on all yarns and stock with some of biggest mills in South. References furnished. Address No. 2552.

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WANT position as overseer of carding or spinning by experienced man of good character. A good manager of help and can get production. References if wanted. Address No. 2555.

WANT position as overseer of carding or spinning or would consider spooling, warping and twisting if price is right. Have been doing government work for some time, but expect to be released soon. Address No. 2556.

WANT position as superintendent. Am practical man of many years experience and can give satisfaction in any size mill. Now employed. Excellent references. Address No. 2557.

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WANT position as overseer of carding and spinning or assistant superintendent or superintendent by man of long experience and capable of handling job and getting production. Address No. 2559.

WANT position as superintendent of small mill or carder or spinner of large mill. Married. Age 31. Can give first class reference as to character and ability. Address No. 2560.

WANT position as superintendent by man who is experienced on fine combed and carded yarns, single and ply. Can furnish best of references. Address No. 2561.

WANT position as superintendent of yarn or weaving mill on sheetings, drills, denims, duck or osanburgs in Georgia, North or South Carolina. Getting along fine on present job. No complaint. Just want little more money and must move to get it. Good references. Address 2562.

WANT position as superintendent or overseer of large room of spinning. Thoroughly capable of handling any size job. Have had experience on all kinds of white and colored work. Address No. 2563.

WANT position as carder and spinner in small mill or carder in large mill or superintendent of small yarn mill. Have had long experience as carder and spinner, five years on present job. Good references. Address No. 2564.

WANT position as overseer of spinning or carding and spinning or superintendent. Long experience and can furnish best of references as to ability and character. Would prefer large spinning room. Address No. 2565.

WANT position as overseer of spinning by thoroughly reliable young man with long experience in cotton mill. Have been giving satisfaction as overseer for some time. Address No. 2566.

WANT position as superintendent by man with long practical experience who has successfully handled some of the best mills in the South. Will furnish reference upon request. Address No. 2567.

WANT position as overseer of carding or spinning by man of long experience. Thoroughly competent and a good manager of help. Can furnish good references. Address No. 2568.

WANT position as overseer of spinning or superintendent. Have had twenty years experience on all kinds of yarn. Can furnish references. Present employer will recommend. Address No. 2569.

WANT position as superintendent by man now employed and giving satisfaction but wish to change for larger job. Can furnish reference as to character and ability. Address No. 2570.

WANT position as superintendent of large yarn mill. Now employed but want to make change. Experienced on white and colored yarns. Can furnish references. Address No. 2571.

WANT position as assistant to superintendent or general manager of large cotton mill. Thirty years of age and have had eleven years experience in cotton mill office as stenographer and general utility clerk. Now employed and can furnish references when needed. Address No. 2572.

WANT position as overseer of spinning. Now employed as overseer of spinning, twisting and spooling but want larger position with chance for promotion. Married, 31 years of age, sober, experienced on all grades of cotton and coarse and fine yarn, good manager of help. Address No. 2576.

WANT position as assistant manager or superintendent or efficiency man by cotton mill man of character and experience who is thoroughly reliable and can give satisfaction. References furnished. Address No. 2574.

WANT position as manager or superintendent of large cotton mill. Have had long and varied experience. Now employed and giving satisfaction, but desire to change location for good reasons. Address No. 2574.

WANT position as overseer of card room paying not less than \$40 per week. Would accept carding and spinning. Want to locate where there is good day and Sunday school. Married, 7 children. Can furnish reference as to character and ability to hold position and get results. Address No. 2573.

WANT position as overseer of weaving by practical man with 8 years experience as such. Now employed as overseer, but would like to change to a healthy location. Have always handled help successfully, and can get production consistent with quality. Good references. Address No. 2577.

WANT position as overseer of carding or spinning or both or superintendent of medium size yarn mill. Have had long experience. Now employed and giving satisfaction but wish to change location and get something better. Can furnish best of references. Address No. 2498.

WANT position as overseer of weaving in mill making plain goods. Have had considerable experience and can handle any plain goods room. Excellent manager of help. Now overseer of weaving in mill producing fancies. Address No. 2579.

WANT position as superintendent or overseer of carding or overseer of carding, spinning, twisting and winding. Would not consider place paying less than \$36 per week. References if wanted. Address No. 2580.

WANT position as superintendent or overseer of weaving in large mill. Have had 12 years experience on duck, drill and fancies. Now overseer of weaving in room of 1,300 looms. Good reason for changing. Address No. 2581.

WANT position as overseer of carding. Practical man and can get results. References furnished as to ability and character. Address No. 2582.

WANT position as overseer of weaving or finishing on any kind of work but prefer gingham, denims or any colored work. Good references if wanted. Address No. 2583.

WANT position as secretary, treasury or manager of mill. Now employed as manager of small mill and giving satisfaction, but wish to change for larger position. Could take some stock in plant. Address No. 2586.

WANT position as superintendent of large yarn and weaving mill. Now employed and have had experience on nearly all kinds of work. References if wanted. Address No. 2578.

WANT position as superintendent or will accept carding in large mill. Have had 20 years experience on carded work. Age 42. Married. A-1 references from previous employers. Address No. 2584.

WANT position as overseer of carding in large mill or superintendent of small mill. Have been overseer of carding and spinning for 15 years. 40 years at one mill. Can deliver the goods. Now employed but wish to make change. Address 2585.



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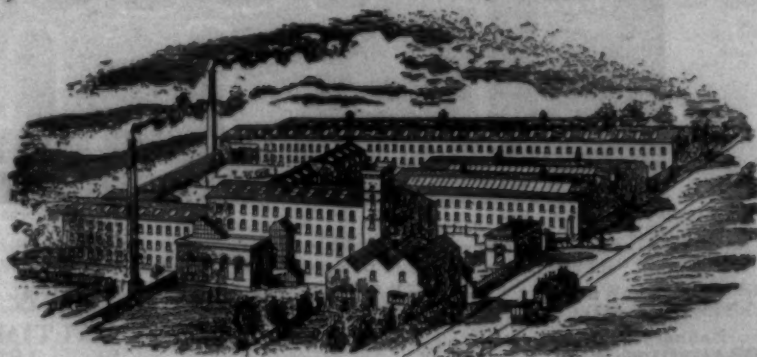
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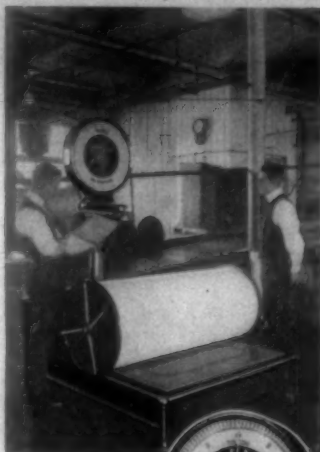
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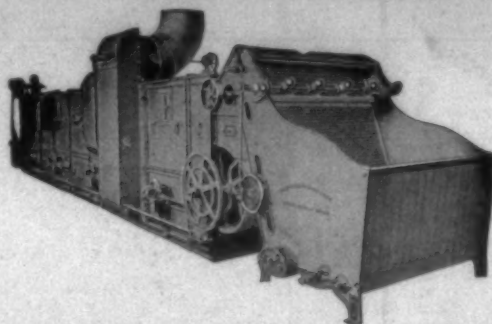
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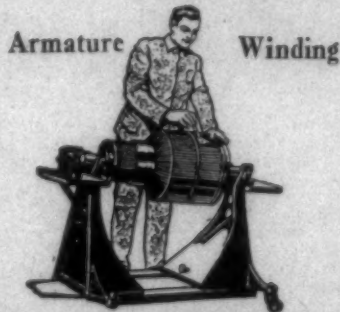
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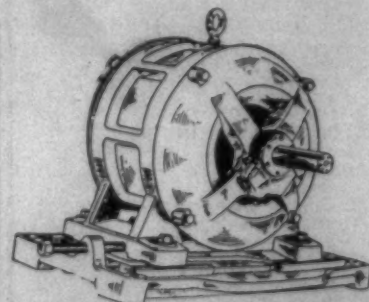


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